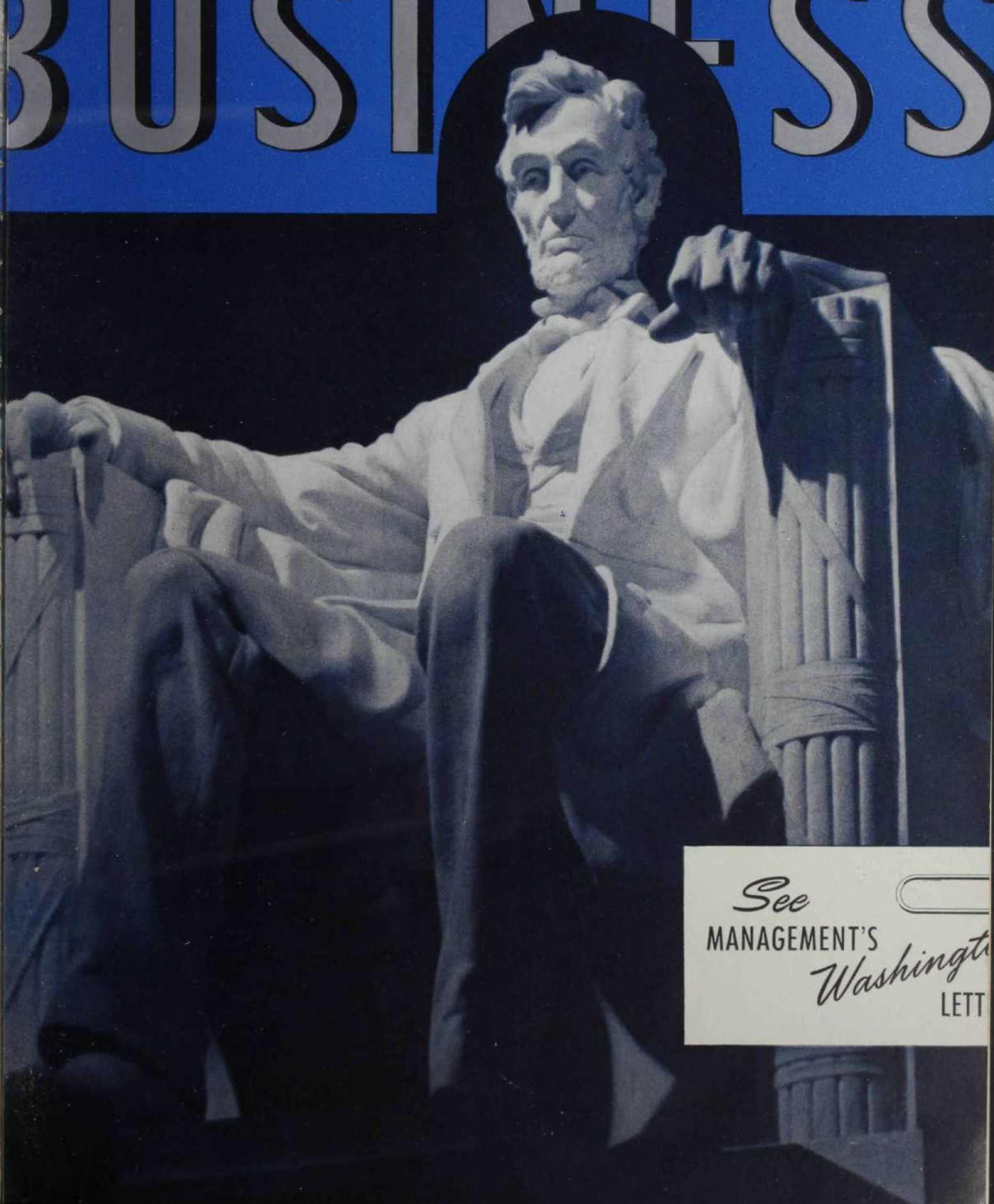


February

NATION'S

1943

# BUSINESS



*See*  
MANAGEMENT'S  
*Washington*  
LETT



## Telephone wire coming up

Here's a bomber-gunner hurrying  
to load his 50-calibre gun. . . .

In peace, a lot of that copper  
would have gone into new tele-  
phone lines. Now it's needed for  
shooting and winning the war.

That's why we can't build new lines  
right now. That's why we're saying  
—"Please don't place Long Dis-  
tance calls to war-busy centers un-  
less it's absolutely necessary."

Thanks for all your help and we  
hope you will keep remembering.

**BELL TELEPHONE SYSTEM**

**WAR CALLS  
COME FIRST**







## How They Pass the Ammunition in New Guinea

*A typical example of B. F. Goodrich development in truck tires*

**I**N JUNGLE-MATTED New Guinea most of the fighting is an inch-by-inch, tree-by-tree affair. It's primitive country where mechanized equipment counts heavily—but where it's mighty tough to use it.

Here American-built Army trucks have an unromantic but important job of hauling ammunition and supplies to the front.

As well as tires for this purpose, B. F. Goodrich builds a special combat tire, designed to keep on rolling when hit with rifle and machine gun bullets. Other tires in Army service have super-traction treads that carry heavy trucks through mud and gumbo, across rivers and ravines, over swamps and deserts. Still others are special tires made with B. F. Goodrich synthetic rubber—Ameripol.

B. F. Goodrich has gone "all out" for war production, but that means taking care of essential civilian requirements, too—with tires designed to give the greatest possible mileage for every pound of rubber used.

And many of the truck tires we are offering owners with ration certificates today are exactly the same as those used by the U. S. Army!

When you must buy, get good tires. B. F. Goodrich Speedliner Silvertowns for trucks and buses have an amazing record for long mileage in all types of service. They are built with a broad, flattened tread construction which gives more miles per pound of rubber.

And some day they may be made with Ameripol synthetic rubber. When they are, remember that eighteen months before Pearl Harbor B. F. Goodrich was first to offer American car owners tires made with synthetic rubber.





# JAP CRUISER

## *Mysteriously Disappears*



**Y**OU don't hear much about the crews that man the submarines of the U. S. Navy. Their exploits are seldom in the headlines — because theirs is a service of silence and mystery. But they've struck the enemy from the first hour — and in his own waters!

The Dolphin is their insignia—efficiency their creed — and they love an engine! For they literally live *by* and *with* the Diesels which carry them to the enemies of America.

Many of these Diesels for submarine service are designed and built by Fairbanks, Morse & Co. Many of these engines are writing history *now*.

The knowledge and skill of this organization, its engineers, and craftsmen are devoted wholeheartedly to the men of the U. S. Submarine Forces. For them we are doing our level best.



*Those who cannot fight can build. And so the men of Fairbanks-Morse are building speedily and carefully that those who fight may have plenty of the best — in time.*

## FAIRBANKS - MORSE

DIESEL ENGINES  
PUMPS  
ELECTRICAL MACHINERY  
SCALES  
MOTORS

WATER SYSTEMS  
FARM EQUIPMENT  
STOKERS  
AIR CONDITIONERS  
RAILROAD EQUIPMENT



# Diesels





## We owe so much to Bud Jones

**You know Bud Jones.** He's the young lad who worked in your office, the boy who lived next door, or the youngster who used to wash your car on Saturday afternoons. In a few minutes he'll be lining his gun sights on a Nazi bomber.

Bud would probably blush all over and feel pretty uncomfortable if you called him a "hero." He'd say, "Skip it!"

Only we can't "skip it," Bud. Everything we are doing at home seems so small in contrast to what you are doing. But we have put your picture and story, Bud, in all of our plants so that the men and

women who make Ethyl fluid—about 4000 of them—may remind themselves that their jobs are war jobs and that "every drop of Ethyl counts."

It is a privilege for us to put everything we have in resources, experience and skill into our effort to help you.



### ETHYL CORPORATION

Chrysler Building, New York City

*Manufacturer of Ethyl fluid used by oil companies to improve the antiknock quality of aviation and motor gasoline*





*What*  
would happen to your business  
if your health should fail?

## GEORGE S. MAY COMPANY

CHICAGO  
May Building  
2600 North Shore Ave.

*Business Engineering*

CANADA: 320 Bay St., Toronto

NEW YORK  
Chanin Building  
122 East 42nd Street

OFFICES IN PRINCIPAL CITIES



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**BUSINESS**  
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 the United States

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Although the editors will make every effort to return unsolicited manuscripts promptly and in good condition, Nation's Business cannot accept responsibility for loss or damage of this material.

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VOLUME 31

NUMBER 2



## ***Rubber . . . from Home!***

America has rubber, more and more of it as the days go by! It's being pumped out of the ground, *grown* in fields of tall corn and squat guayule.

But it's not joy-riding rubber. It's not for you and me . . . just yet. It's for self-sealing gas tanks in bombers and fighters, tubes for oxygen equipment, suits for Navy divers, tires and treads for trucks and tanks and planes and field pieces and for a thousand other urgent military needs.

And in speeding the steady increase in America's rubber production York engineers are playing a vital

role. For refrigeration is an essential tool in making synthetic rubber, just as in the manufacture of explosives, precision instruments, airplanes, high-octane gas and lubricating oils, heavy guns and plastics, in shell loading, in research and testing of men and machines.

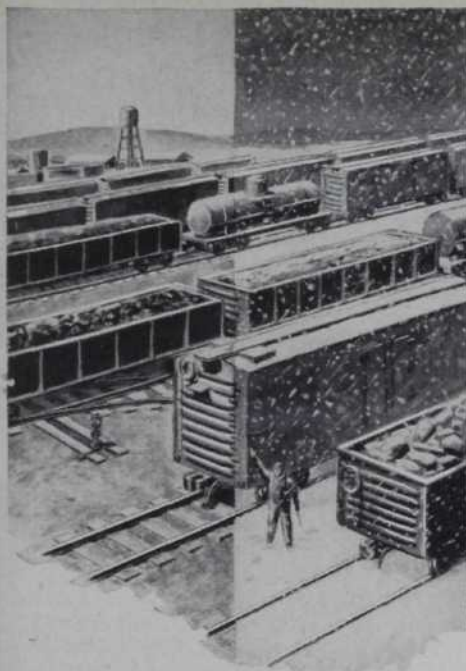
The most recent example is the huge York refrigerating system now being built for the new 12 million dollar butadiene plant of Cities Service. York Ice Machinery Corporation, York, Pennsylvania.



# **YORK** REFRIGERATION AND AIR CONDITIONING FOR WAR

HEADQUARTERS FOR MECHANICAL COOLING SINCE 1885





## FROM MAGNOLIAS TO SNOWDRIFTS

Far flung are the terminals and destinations of Frisco Faster Freight. Long lines of box, coal and tank cars speed behind powerful Leviathans. From and to the frozen plains of Kansas, the great yards of Kansas City, St. Louis, Memphis and Birmingham...the oil refineries of Oklahoma and Texas...and Pensacola—Frisco's port to the seven seas—they move constantly. There is no let-up in the fight on the Frisco front. With the greatest loads ever placed on the railroads, Frisco is proud of its part in the movement of vital war materials, military and essential civilian traffic.

*Thru the States of...*

MISSOURI, KANSAS, ARKANSAS,  
OKLAHOMA, TEXAS, TENNESSEE,  
MISSISSIPPI, ALABAMA, FLORIDA



ST. LOUIS-SAN FRANCISCO RY.



A GREAT RAILROAD

# Through the Editor's Specs

### Leading editorial of the month

SEVEN miles off the rocky coast of Massachusetts lies Martha's Vineyard, settled by hardy colonists in 1642 and long known as a little island nest of true Yankees. In the heyday of the whaling ships, it was renowned for the smart skippers, hardy foremast hands and expert harpooners it produced. It is easy to understand, therefore, the spirit that led the editor of the 96-year-old *Vineyard Gazette* to flail full lustily about him the other day in his editorial column.

He referred to an announcement by the Massachusetts Committee on Public Safety that there is to be "a concentrated drive to enlist block leaders for every ten families in the state" to "obtain full participation in the war effort of every man, woman and child in such war 'musts' as food rationing, salvage and war economy," and also to "bring to the home front a better understanding of the problems confronting our war economy and show the people how they may cooperate with war-time situations." The editor of the *Gazette* says "these are laudable aims, but there seem to be plenty of commissions and committees already attempting to further them" and, furthermore, "the system of block leaders is borrowed from the Nazi grab bag, and we do not think this Nazi idea will be well received in a democracy such as ours."

He concludes: "Our people are the best informed in the world and they will continue to be so without block leaders to assume authority, that curse of the inexperienced in any time of stress. Once we have block leaders, the imagination hesitates to picture what the next step may be."

A little fanaticism, mixed well with a stiff dose of organization, can neutralize the slow but steady progress of patriotism and even give rise to something closely akin to the scourge of Europe. So we pause to heave alongside the *Vineyard Gazette*, dip our colors and shout: "Brother, you sank that harpoon home!"

—*St. Louis Post-Dispatch*

### Rationing Santa Claus

THE BRANCH of our Research Department that specializes in social trends

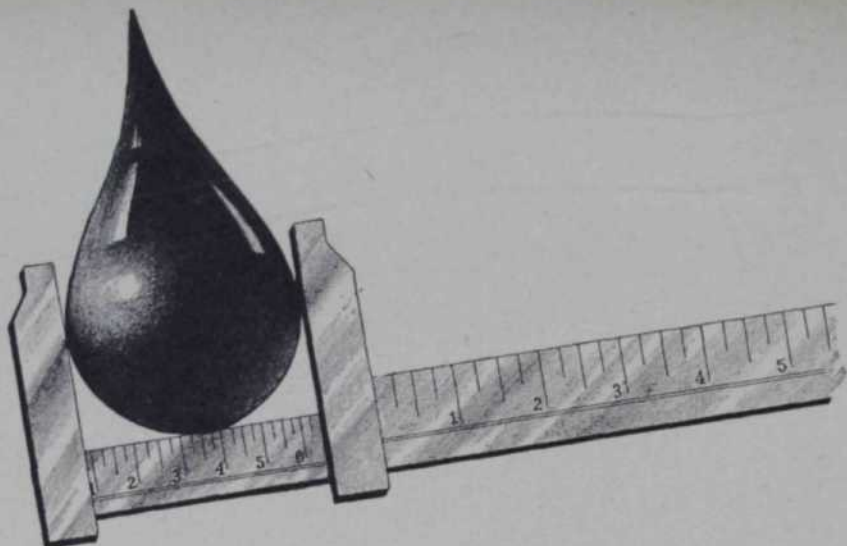
and phenomena reports that Christmas cards underwent a mild revolution this past year due to the war and its domestic ramifications. One exhibit on hand is a company greeting message proposed by H. Z. Mitchell, secretary of the Bemidji Pioneer Publishing Company of Bemidji, Minn., to his partner. The evolution of the message, as traced by our researchers, was this: Mr. Mitchell first suggested "May the oil of friendship calm the troubled waters of the coming year." His partner, who happens to be the local rationing official, demurred on the ground that the oil situation made this inappropriate. Next offering was "May the wheels of progress roll toward a prosperous 1944," but came the objection that this implied the use of rubber tires and was therefore unpatriotic. Also thrown into the waste paper basket was "May your Christmas stocking be filled with happiness and prosperity," since it failed to specify whether silk or nylon was meant. Undeterred, Mr. Mitchell made one more stab with "May Seven League boots carry you over the obstacle of the coming year," but ran headlong into the rubber shortage again. Originality thus suppressed, there was no alternative but to use that old friend, "Best wishes for a Merry Christmas and a Happy New Year." No restrictions of any kind.

### Screen-time for Henry

WE CONFESS an interest, not unmixed with a bit of anxiety, in the forthcoming full-length movie of the world-wide program of Vice President Wallace. It is to be privately financed, and made available to entertainment seekers everywhere. The script will be done by the Englishman who wrote "The Gremlins," a fantasy of the life and times of those droll pixies who inhabit the stratosphere. The producer will be another Englishman, Gabriel Pascal, who announces that the Wallace movie "will have its roots in the soil and will treat with the problems facing all humanity in the reconstruction of a post-war world."

Our concern, and it may be wholly unwarranted, is that the script may be based on the "common man" program of Mr. Wallace last summer. In that, you may recall, the new world was to be dedicated to one single group. Specifically was excluded the business man,





## What "size" oils do your machines wear?

If machinery could talk—you'd probably hear an occasional wail from a piston or bearing or cutting tool—or from some other improperly lubricated part whose tough steel hide is not quite tough enough to resist the burn and bite of friction.

Unfortunately, the only wails that ever arise are those from maintenance men and plant owners who discover too late the effects of an inadequate lubrication system.

That's why we ask, "What size oils do your machines wear?"

For particularly today, with every mechanical part buzzing on a 24-hour schedule, protection of your equipment must be assured with a lubrication plan tailor-made for your particular job.

Whether your job calls for one or many types of lubrication, Cities Service is ready to serve you with *precision* products and expert counsel.

Simply get in touch with your nearest Cities Service office.



who "in his stupidity" hires "demagogues to lure the people back into slavery."

Who knows but that the British script writer, communications being what they are, may not have noted the more recent plan of the Vice President. In it he includes the business man. Indeed, his vision is expanding. In the new world democracy, "there will be a place for everyone, the worker, the farmer, the business man, the housewife, the doctor, the salesman, the teacher, the student, the store clerk, the taxi driver, the preacher, the engineer—all the millions who make up our modern world."

We do hope that someone with Hollywood influence will check with Mr. Pascal to make sure the larger perspective is maintained. It won't cost any more to add the business man, the movie will be just as entertaining as the fantasy of the Gremlins. And while we're a worker, and pretty common, we want to run no chance of exclusion from Mr. Wallace's New World.

### Boiling it down

WE'VE read at least a million words and listened to hours of radio debate about the presidential decree limiting net incomes from salaries to \$25,000. There's a lot of talk about Congress reasserting itself and denying the presidential authority to order the limitation. Out of the welter of discussion two points emerge. First, what becomes of representative government when the amount a man may earn may be fixed by executive decree, in direct opposition to the express wishes of the people's representatives? And second, if the limitation can be justified, as Justice Byrnes would have us believe, on the ground that "only 3,000 American citizens are affected," isn't a dangerous precedent set for 30,000, 300,000, or 30,000,000 Americans? If the power to fix at \$25,000, that same power could fix it at \$5,000, or \$1,000.

A whole volume might be written on this subject; one chapter addressed solely to the millions who own Ford cars, for example. If Henry Ford had never been permitted to keep more than \$25,000 a year he would still be short his first million dollars, and there would have been no Ford Motor Company. Ford didn't spend his money on slot machines or the horses, or fur coats or jewelry. He plowed it back into the business and added enormously to the wealth of the country, incidentally putting America on wheels. And this same volume might be addressed also to Ford's employees, who led the way for higher wage levels for all American industrial workers. Every one of them gained by a system which permitted Ford to reinvest and multiply the earnings of his genius.

### O.P.A. bed springs to the front

WE CAN'T help but commiserate with our new O.P.A. chief, Mr. Brown. His will still be a "thankless job"; but more, it will be a prodigious one, just checking up on all the things now under way. Consider the O.P.A. tests now going on to learn everything about the new Victory bed spring. As you certainly must know,



if you are keeping up with the important war news, O.P.A. puts a 50-pound weight on the spring and, after five minutes, measures the sag. Then, to be doubly sure, it puts on seven bags of cement each weighing 100 pounds and leaves them six hours. You might figure that's about enough. Enough for you and me, maybe, but not for O.P.A. To make trebly sure, it unloads the cement and puts the 50-pound weight back on, waits five minutes and measures the sag again. If there's more than an inch difference, the spring is out. You can't buy it for love nor money. Bad for the war, or something, we suspect.

If it sags only seven-eighths of an inch you can buy it, but not until O.P.A. fixes the price. While we're not to be quoted, we understand a price formula is under construction which starts off something like this: Sag (in cubic inches) multiplied by the March price minus Pittsburgh plus divided by number of prospective users adjusted to norm as to weight and height [see BS 142-06-(a)], corrected as to weight of mattress, and number of blankets based on weather experience of past 42 years for 13 sections of U. S., including Alaska.

#### On the Pacific front

JUST one year after Pearl Harbor, you will be glad to know, the Smithsonian Institution announces publication of a 220-page volume entitled, "Distribution and Variation of the Hawaiian tree snail *Achaintella Apexfulva* Dixon in the Koolau range, Oahu." Aloha!

#### A billion-dollar milestone

TWO more American banking houses have joined the exclusive Billion Dollar Club, which has 14 members and whose entrance requirement is \$1,000,000,000 in assets. The new members are First National Bank of Boston and National Bank of Detroit. The other members are Chase National, National City, Guaranty Trust, Central Hanover, Bankers Trust, Manufacturers Trust, Chemical Banking & Trust, Irving Trust, and First National, all of New York; Bank of America, San Francisco; First National of Chicago, and the Continental-Illinois Bank & Trust, Chicago. Granddaddy of them all is Chase National, with assets of more than \$4,000,000,000. Chase is the world's biggest bank, and Continental-Illinois out in Chicago is the world's biggest bank under one roof.

#### On winning an "A"

BACK in 1928 this magazine printed a series of four articles by John Hays Hammond, internationally famous mining engineer, about the history of gold and his own experiences with the precious metal. We've had a depression and a war since then, and the world's biggest gold mine is a hole in the ground at Fort Knox, but the Hammond series was brought to mind the other day by a friendly letter from Mrs. DeWitt Owen of Athens, Texas.

Mr. and Mrs. Owen have a son, now in Texas A. & M. College, who as a small lad heard his father read aloud one of the Hammond stories from NATION'S



## WITHOUT IT . . . no War no Kitchen, no Bathroom

**W**ATER—the one necessity of life without a substitute. A great city like Los Angeles, Detroit or New York, with its grid-iron system of cast iron mains empty of water for a month, would be a "ghost town." No shipyards, no munitions plants, no tank and airplane factories, no hotels and apartments.

\* \* \*

Yet pure, running water is something we take for granted—at the turn of a faucet. Water works officials rarely hear from the public they serve until something goes wrong. Today, under war-time restrictions, they are getting along with a minimum of materials and equipment. Cast iron pipe, for example. It is the stan-

dard material for water mains but Uncle Sam has taken nearly all that could be made in the past two years.

\* \* \*

Water works officials of many towns and cities are consequently holding up plans for improvements and extensions until materials can be spared from the War effort. Do not blame them if these deferred plans cause inconvenience or curtailed service. Meanwhile, remember that more than 95 per cent of the water mains in this country are cast iron pipe—the pipe that serves for more than a century. Those mains can be confidently expected to carry on for the duration and generations thereafter.

## CAST IRON PIPE RESEARCH ASSOCIATION, CHICAGO



NO. 1 TAX SAVER



# IT was back at Jack Higgins'



YES, it's Jack's first—a boy. And after Jack had got over the shock of being a father, he began to plan, as all of them do.

"What d'you think, Doc," he said, "suppose he'll make a doctor?"

"Could be," I said. "Though I'd wait till he got some hair and teeth before I decided for sure."

But shucks! Jack wasn't listening. By the time I left he'd had the kid governor—he's probably president by now!

President? Maybe. No telling what little Johnnie'll be when he grows up. But whatever it is, we're sure going to be needing men like him! There'll be jobs to do, designing and building things for the future. Things like television, and air conditioning, and plastics, and what'll come after them.

This war is changing lots of things. We're just beginning to realize how big a job we've got ahead. But if the war's already showed us anything, it's that we couldn't

begin to win if there hadn't been men with courage and vision to build factories and organizations big enough to make the weapons and equipment our boys in the Army and Navy need.

And it's showed us that if the factories can pour out war stuff the way they're doing today, afterwards they can turn out just as much to make peacetime living better.

So it's up to us to see that Johnnie has *his* chance, too. The chance to use all his initiative and gumption to produce something worth while. To give to the world as much as he gets. There's some *satisfaction* in a job like that! And that's the kind of a future I wish for little Johnnie Higgins! *General Electric Co., Schenectady, N. Y.*

★ ★ ★

THE VOLUME of General Electric war production is so high and the degree of secrecy required is so great that we can tell you little about it now. When it can be told completely, we believe that the story of industry's developments during the war years will make one of the most fascinating chapters in the history of industrial progress.

## GENERAL ELECTRIC



BUSINESS. The son recently re-told the story in connection with some required work in speech at college.

"The professor took his stand or seat in a perfunctory manner with pencil poised," writes Mrs. Owen, "ready to jot down notes or criticisms of the speech, but quickly forgot his notes, concentrating sharply on the story as it was being told. When it was finished, the professor held the blank note pad up before the class, and said, 'He gets a straight A, boys.'"

We're as proud of that "A" as Mrs. Owen is.

### Decalogue for 1943

WE submit from the Land o' Lakes News ten "can'ts" that are good in both war and peace. Rightly described as "costing so little but worth so much," they are:

You cannot bring about prosperity by discouraging thrift.

You cannot strengthen the weak by weakening the strong.

You cannot help small men by tearing down big men.

You cannot help the poor by destroying the rich.

You cannot lift the wage-earner by pulling the wage-payer down.

You cannot keep out of trouble by spending more than your income.

You cannot further the brotherhood of man by inciting class hatred.

You cannot establish sound security on borrowed money.

You cannot build character and courage by taking away a man's initiative and independence.

You cannot help men permanently by doing for them what they could and should do for themselves.

### No sauce for the gander

OUR STAFF man who keeps track of the War Labor Board reports encountering an unusual incident while plodding around Miss Perkins' Labor Department Building, and we give it to you as he gave it to us. Seems the War Labor Board was trying to iron out a dispute between the lake carrier employers and their unions. Shortly after noon on the first day of the hearing the ironing board was folded up and the Board members took the disputants to lunch in the Labor Department cafeteria. They joined a tray-bearing line of hungry humans who failed to move forward a single inch. By and by the Board wearied of standing on its collective feet and inquired what caused the delay. Came back word that 80 union employees of the cafeteria had suddenly gone on strike. Their grievance was that the Board was "dilatatory" in passing on the union's demand for a nine per cent wage increase.

The luncheon guests of the Board are reported to have smiled discreetly behind their trays, and about half an hour passed before the line started moving. The cafeteria employees went back to work only when assured by the Board that it would act speedily on their case if only they would start serving the soup and greens again. Our man says the conversation around the Board's table in the cafeteria was pretty dull during lunch.

# V AMERICA'S ICTORY IS A MATHEMATICAL CERTAINTY!



## MARCHANT

IS HELPING IN TWO WAYS...

FIRSTLY, in the production of vital war matériel;

SECONDLY, in the silent-speed and accuracy of the thousands of Marchant Calculators now serving the Armed Forces, the Government, and first-line industries.


SERVING IN SILENCE

# MARCHANT

*Silent Speed* CALCULATORS

MARCHANT CALCULATING MACHINE COMPANY • Home Office: Oakland, California, U. S. A.  
Sales Agencies and Manufacturer's Service Stations in All Principal Cities Give Service Everywhere





## 1943 "AUTO SHOW" A GREAT SUCCESS

**STREAMLINED** against enemy fire, with hard-hitting 75s to clear the road ahead, the automobile industry's "new models"... tanks, guns, and many other war products... are streaming off the assembly lines by the thousands.

It took a lot of skill and organization to make this possible in one short year. Among the problems of war production are the many lubrication problems which we of The Texas Company help to solve.

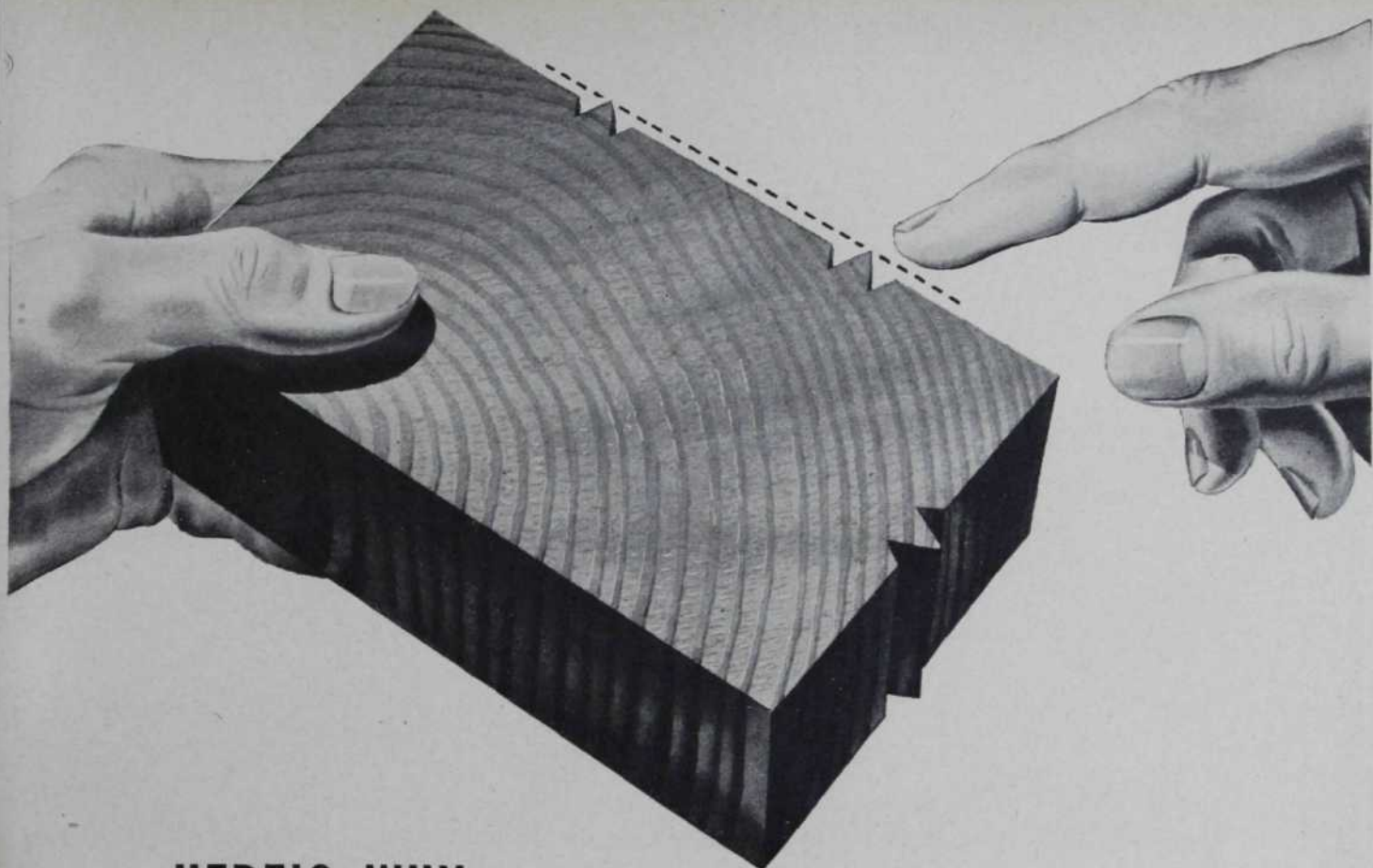
With quality industrial lubricants available at more than 2300 wholesale supply points and specialized engineering service available across the nation, the Texaco organization gives skilled help on any lubrication problem—quickly.

**THE TEXAS COMPANY**

—in all  
48 States







## HERE'S WHY A KREOLITE WOOD BLOCK *Stands Out*

A plant superintendent we know in Pittsburgh uses the axiom, "one for all, and all for one" to describe a KREOLITE Wood Block Factory Floor.

*He's exactly right.* Patented Kountersunk Lugs protrude slightly on the sides of KREOLITE Wood Blocks to separate each individual unit in the floor and allow KREOLITE pitch filler or binder coats to *knit* the floor together.

For KREOLITE Pitch completely coats all four sides and bottom of each block, grips each block firmly in place. Both KREOLITE Pitch and KREOLITE Jennite coat the top, or wearing surface, make the finished floor oil and acid resistant, water and sun proof, free from tackiness. *No other type of wood block flooring offers these features.*

KREOLITE Wood Block Floors have been installed at the rate of 36,000 square feet a day. Maintenance is amazingly low—some report only  $\frac{1}{3}\text{¢}$  per square foot in 20 years!

KREOLITE Wood Block Floors are resilient, more comfortable to work on. They absorb noise and vibration, give high insulation against cold and moisture, and are easy to keep clean. Write today for locations of installations nearby that you can inspect, first-hand. No obligation!

THE JENNISON-WRIGHT CORPORATION  
TOLEDO, OHIO • 23 Nation-Wide Offices

# KREOLITE WOOD BLOCK FLOORS



"Heavy loads roll easily on our KREOLITE Floor without excessive wear. And our men don't complain of sore feet—not even when they stand on them all day." Quimby Pump Co., Inc., Newark, N. J.

*Specify*

KREOLITE... Accept No Substitute

Comfortable to Work On • Dustless, Easy to Clean  
Absorb Noise, Cut Vibration • Low Maintenance  
Protect Dropped Tools and Parts • Durable  
Insulate • Spark-proof, Skid-proof, Safe  
Firm Base for Machines  
Quick to Install, Easy to Replace



KREOLITE RAILROAD SWITCH & INDUSTRIAL TRACK TIES • PILING • BRIDGE & DOCK LUMBER





**Our work sure means something when it saves Rickenbacker and his companions**

**T**HIS is Flossie Anson and E. K. Brown speaking. We're builders in the life raft department at Goodyear where the life rafts that saved Captain Rickenbacker and his crew mates were built. Their rescue certainly gave all our life raft builders a big thrill; made us feel like we really were in there pitching in this man's war. You know these self-inflating life rafts were developed by Goodyear. We built the first ones back in the twenties for use on Goodyear racing balloons. Now most

military aircraft carry them. So far in this war nearly two hundred Army and Navy flyers have been rescued in our Goodyear life rafts, some after being "lost" at sea for five weeks. Guess that's pretty good proof that when we cement a seam, we do it for keeps. Now we've a picture of "Rick" and his raft hanging in the shop. It's a reminder that we're helping save the lives of our boys out there. It makes our whole crew feel mighty proud of their work and its importance.



*Now more than ever* **THE GREATEST NAME IN RUBBER**



## Footnote to a Post-War World

**N**OW THAT the press and air waves remind us daily of the part we are to play in a post-war world, the danger is that our well known zeal for doing good may outrun our judgment. It is one thing to picture the worthy objective, peace and good will, a secure and better living for the common man everywhere, but the very practical gaps between promise and performance must be blue-printed by someone. Such a charting will be a thankless task and the realist who approaches it may expect to be called names.

If the various plans are boiled down they come to this, in the words of Assistant Secretary of State Berle: "We shall have to feed and clothe and house great areas of the world. . . . No one seriously believes that there ought to be any permanent difference between the well-being of one country and that of any other. . . . The economic and political institutions [should be] so arranged as to serve everyone."

Now Woodrow Wilson could not, by any sweep of the imagination, be called an isolationist. Yet he pointed out the great disparities between peoples of the earth—religion, tradition, climate, accepted ways of life—and reached this conclusion:

There are, unhappily, some indications that we have ourselves yet to learn the things we would teach. . . . No people can form a community or be wisely subjected to common forms of government who are diverse and heterogeneous. . . . They are in no wise knit together. . . . If there is difficulty in our own Government here at home because the several sections of our own country are disparate and at different stages of development, what shall we expect, and what patience shall we not demand of ourselves, with regard to our belated wards beyond the Pacific? We have here among ourselves hardly sufficient equality of social and economic conditions to breed full community of feeling.

One factor in our post-war plans, not yet considered but very real, deserves thoughtful evaluation. How far are we willing to go in adopting or adapting policies for ourselves which we think necessary for other peoples?

Our Number One Planner, Dr. Tugwell, as Governor of the "disparate" people of Puerto Rico, has put into effect a policy of land confiscation, with lease-holds of small acreage to tenant farmers. In this connection he reported to a Cabinet official in Washington that this land distribution program "has obvious implications for the South."

Governor Tugwell was right. The implications were obvious, too obvious. The present criticism of his administration of Puerto Rico, with a Congressional committee refusing to appropriate relief money unless the Governor be removed, with two investigations announced, has sprung from the South.

Here is a pertinent example of the consequences Woodrow Wilson predicted, flowing out and from our administration of a little island, at our very door, and after 44 years of experience.

As we crave to take up the white man's burden everywhere, we should face a stubborn fact, namely, that those who are to be lifted up must have the inclination and the capacity to stand up, and that those who do the lifting must maintain a sound footing of their own.

*Meree Thorne*



# ★ TRUCK-TRAILERS ★

*Chosen by*  
**UNITED PARCEL SERVICE in PEACETIME**  
*are Doubly Valuable Now!*



At any time, delivery service such as United Parcel Service gives in Chicago, New York and other large cities is a great public convenience.

But in war-time, it's much more than that. It's a big aid toward winning the war, because it conserves so much gasoline and precious rubber. Serving many stores and shops, it prevents a wasteful duplication of delivery mileage. Further, one

delivery by the U.P.S. saves trips . . and rubber and gasoline . . for hundreds of householders. Such consolidation is advocated by the government.

U.P.S. goes still farther, though, in conserving not only rubber and gasoline, but also steel and motor power. Here's how: In Chicago, for example, where it serves three of the largest department stores and more than 150 shops, a fleet of fourteen Fruehauf Trailers is used . . .

- **RUBBER AND STEEL ARE CONSERVED** because a Truck-and-Trailer combination uses about 16% less weight of tires and 25% less steel than do the two trucks required to carry the same payload.
- **FEWER TRUCKS ARE USED** because any truck, pulling a Trailer, can haul two or three times as much as it is designed to carry.
- **GASOLINE IS CONSERVED** because each U.P.S. truck, pulling a Trailer, uses far less fuel than would the two or three trucks it replaces.

If there's a hauling job where costs must be figured under a microscope, it's parcel delivery. Pennies add up fast!

That's why U.P.S. decided to try Trailers. And it's why, in less than two years, it purchased a total of fourteen . . all Fruehaufs.

U.P.S. uses the "shuttle system" . . one truck handles three Trailers. While the

truck is pulling one Trailer, the two others are being loaded and unloaded. Truck and driver are never idle. That's a further big economy . . and conserves still more rubber, steel, gasoline and motive power for the war job.

World's Largest Builders of Truck-Trailers  
**FRUEHAUF TRAILER COMPANY, DETROIT**  
*Sales and Service in Principal Cities*

Make your present trucks do twice . . even three times . . as much work as they've been doing. Convert them into tractors, to pull Trailers. Any truck can pull far more than it is designed to carry. Conversion is simple and inexpensive. Ask your Fruehauf Branch. Any Fruehauf service station will do the work.



**FRUEHAUF TRAILERS**

"ENGINEERED TRANSPORTATION"

REG. U. S. PAT. OFF.

TRUCK-TRAILER TRANSPORT IS DOING AN ESSENTIAL JOB FOR ALL - AMERICA



# Eight Ways to Speed Victory

By ERIC A. JOHNSTON



**I**N A MATTER of months the United States has been transformed into the most powerful war-making force the world has ever seen—and our strength is steadily growing.

Our fighting men are tearing the offensive from enemy hands. Americans on land, sea and in the air are proving more than a match for long-prepared Germans, Japs and Italians.

Our warriors are fortified by the knowledge that a united and hard-working nation stands staunchly behind them. Our production of arms and ammunition makes good the well-known motto of American manufacturers:

"The hard things we do at once; the impossible take a little longer."

Labor and management, discarding many pre-war differences, have accomplished a remarkable job. On the farms all food-production records have been smashed, despite a serious lack of manpower and shortage of equipment. Government, generally, deserves applause for its handling of the job of expanding the Army and Navy, assuring a steady flow of material into war plants and preventing disruption of the national economy.

Yes, we can review our achievements with pride—pride in the fighting spirit of our fighting men—pride in our own monumental record on the home front. We can review with pride, but *not* with satisfaction.

The United States Chamber of Commerce, which speaks for 1,000,000 business men, believes that, in at least eight ways, our civilian economy can be better organized, thus speeding America's

drive to victory. We must remember that our success on fronts abroad depends largely on the stability of the front at home.

Eight ways to speed victory—eight constructive suggestions for the Government, as recommended after patriotic and painstaking analysis by the Chamber of Commerce of the United States.

## Victory recommendation

**No. 1** Place income tax collections on a "pay-as-you-go" basis.

THE President of the United States, the chairmen of both taxing committees of Congress, many Congressional leaders and private tax authorities have endorsed such a policy. It is favored, I am certain, by a great majority of the American people.

The United States Chamber of Commerce advocated a "pay-as-you-go" tax collection plan last summer. We recommended adoption of a "withholding"

tax—that is, a tax which would provide for withholding stipulated amounts from incomes as they are earned rather than a year later when the taxpayer's financial resources may be greatly reduced. This form of taxation would serve to relieve the worry of millions as to how they shall meet their forthcoming taxes. War imposes enough mental strains and stresses, without an additional *unnecessary* burden for the brain.

## Victory recommendation

**No. 2** Enlist the services of private citizens and business men to assist more fully in the execution of federal war measures through the use of their trade associations and community organizations.

TRADE associations and chambers of commerce have done dramatic work in solving wartime production, transportation and distribution problems. But the Government has not yet explored the full potentialities of these established business men's organizations.

Trade associations and chambers of commerce have acquired intimate industrial and community knowledge through many years of steadfast service.

Enlisted more fully in the war effort, they can relieve the Government of many costly and difficult administrative problems.



## Victory recommendation

### No. 3 Stop expansion and creation of additional government bureaus and commissions.

WITH workers desperately needed by farm and factory, with the armed forces still drawing on the nation's manpower, Washington still grows and grows.

After a year of war, the excuse that "the government is just getting organized" can no longer hold true. Creation of new bureaus and commissions which duplicate the functions of agencies already established only adds to the confusion. A reorganization of government, stressing the centralization and concentration of government operations, is an urgent requirement.

## Victory recommendation

### No. 4 Curtail government spending for non-war and non-essential projects and purposes.

BILLIONS of dollars, of your money and mine, are being spent upon this costliest war in history, and the public debt reaches proportions which many economists recently considered impossible. It is imperative that all government—local, state and national—effect every possible economy.

We should maintain *only* those government services necessary to hold the social and economic fabric of the nation together, such services as police, fire and public health protection, and education. In many instances, even these can be curtailed to advantage.

Through the leadership of the Byrd economy committee, the federal Government saved \$1,700,000,000 for the current fiscal year. The President has declared that further reductions are up to Congress. The Byrd committee should have the support of every citizen interested in good government and the economic welfare of his nation.

Projects originated to provide relief from unemployment should be eliminated, since the nation now faces an acute shortage of manpower. Already liquidated has been the C.C.C., and the Administration has recommended elimination of the W.P.A. Such agencies as the Farm Security Administration and the National Youth Administration should also be surveyed in the light of current necessity.

## Victory recommendation

### No. 5 Preserve our small business enterprises.

THE small business man is the backbone of the American community. He

represents the vast so-called middle class, and the American middle class, from garage to bakery operators, has made this the greatest nation ever conceived and built by man—politically, socially and economically.

Today the small business man is the "forgotten man." Government should place much more emphasis on decentralization of war contracts as one method to help him preserve his enterprise.

In the field of subcontracting, considerable progress has been achieved, and this work should be continued with still greater vigor.

We need every ounce of our energy and ingenuity in winning the war of production. We shall have failed to have thrown our full weight into the battle unless the small business man is provided with greater opportunity to produce for his country. We can't preserve the American system without the help and support of the American small business man.

## Victory recommendation

### No. 6 Help relieve the war-time plight of the farmer.

IN many areas, farmers and farm labor have too often been pulled into military service when their services were urgently needed on the farm. Our selective service system should more adequately recognize the farm manpower problem.

Officials should consider the release of available farm workers from the Army on furlough to help relieve the manpower shortage.

Some men seem to feel there is a stigma attached to them when they remain home on the farm while other of their countrymen risk their lives against the enemy.

Farm organizations and the Government should take steps to overcome this prejudice.

A war-time demand of the first magnitude is that of farmers for machinery and equipment. Whenever steel and other materials become available, I believe farmers should be among the first to have their needs met for food-producing machinery and equipment.

## Victory recommendation

### No. 7 Eliminate unnecessary government questionnaires and simplify the essential forms.

SEVERAL weeks ago I testified before a congressional committee investigating the use and need of government questionnaires. Business men have a new war cry, I remarked. They open their morning mail with the plaint:

"Praise the Lord and pass the inquisition!"

Obviously, the Government must request the information it needs to carry on its affairs—and demands for essential information are much enlarged in time of war—but the business man has been burdened with many questionnaires which seem to serve no useful purpose.

Congress has given the Bureau of the Budget the responsibility of reviewing questionnaires and forms issued by all government agencies, with the purpose of simplifying those which are necessary and eliminating those deemed unessential.

Advisory to the Bureau is a committee composed of representatives of the United States Chamber of Commerce and other national business and professional organizations. The mechanism for keeping government requests for information to a minimum is now operating.

But efforts to solve the problem must not be relaxed. The mechanism must function properly if it is to demonstrate its efficiency.

## Victory recommendation

### No. 8 Assure the American people of a return to the American system after the war.

WE are fighting for a way of life—the American way of life—and the better world which can only be attained under that way of life. We are fighting for freedom—freedom to worship and work, to speak and act.

War brings many restrictions to our freedoms. We are getting a taste of what regimentation means, and we are willing to accept regulation for the duration.

But, with victory, we want that for which we fight—our freedoms, with a minimum of government interference and controls.

It is hinted in high places that we will not be able to maintain our free way of life but we can maintain our liberties, and we will—but it will require, not regulation by government, but cooperation.

It is a delusion that the security of our people must be bought with the priceless currency of our hard-gained freedoms.

We can solve the problems of peace if we will all work together as a national team, if management, labor, agriculture and government combine their forces to further the general public interest.

A united nation in deed as well as name can build the kind of world for which we fight—a world of freedom, of security and opportunity, and greater happiness for all.



# Advertising—Over There

By PAUL HODGES

THESE winter evenings Hans Horstwessel, sitting in his ill-heated Berlin home, can find a measure of comfort by scanning the advertisements in his daily newspaper or illustrated weekly.

The grapevine's bad news from Russia and North Africa fades in importance as he reads a cordial invitation to take his Opel automobile to any one of 2,000 Opel service stations which, scattered over the Rhineland, are ready to service or repair his car.

He may not be able to buy new tires, but he can learn through the ads where to get his old tires vulcanized and have the surfaces "renovated."

The old, familiar trade and brand names will be held before him by the makers of razor blades, photographic supplies, radios, cosmetics, wines and liquors, cigarettes and a host of other consumer items, who earnestly solicit his patronage.

He will know that the Mauser-Werke small arms company is proud because its products have "broken three world's records."

The Bussing National Company will tell him that it thinks very highly of its busses and trucks for "town and overland driving," and hopes he thinks the same.

The Rhenisch-Westfälisches Kohlen Syndicat of Essen will solicit his good will, arguing that "hard coal mining is the pillar of the German war economy."

These and a multitude of other evidences of something approaching normal business and social life will reassure Herr Horstwessel through the advertising columns of his favorite publication—because not even the Hitlerian founders of the New Order, in which the State is substituted for practically everything, have found a substitute for advertising.

Even the Hitler Government, in fact, solicits public good will, through advertising, for government offices. The German Postoffice is one of the most consistent advertisers to be found in present-day German publications.

But search as you will, through page after page of German publications, you'll find little evidence in the advertising content that Germany is engaged in perhaps the most desperate struggle she has ever encountered. The editorial columns discuss the war with a dreary, parrot-like sameness which fairly screams "government control." But ad-



**EVEN the Nazis, who found substitutes for everything else, could find no substitute for advertising as a builder of civilian morale**

vertising copy, for the most part, stresses and pictures what is left of normal life and familiar things.

Germany, be it remembered, has passed through two decades of demoralizing depression, one decade of the most ruthless despotism any modern nation ever endured, and three years of warfare. A multitude of German institutions have been trampled in the mud of Naziism—the church, the press, the ballot, the schools, freedom of enterprise, the rights and dignities of the individual. Some few institutions have survived.

One is advertising.

The conclusion is inescapable that the Hitler regime has found it indispensable to build and sustain morale.

As in Great Britain, advertising in Germany is a sort of home front war weapon. Each country adapts its advertising to its own methods and needs, just as each country utilizes its aviation and shipping for specific tasks, according to the requirements of its military strategy and internal economy.

When air raids upon England were at their worst in the winter of 1940-41, it will be recalled, British business

(Continued on page 68)



SUG

SUG

## RATION DEPOSIT SLIP

THE UNITED STATES OF AMERICA  
OFFICE OF PRICE ADMINISTRATION

## SUGAR CREDITS

DEPOSITED IN

THE FIRST NATIONAL BANK  
ANYWHERE, U. S. A.

FOR THE RATION ACCOUNT OF

DATE \_\_\_\_\_ 194\_\_

The depositor agrees that this bank will maintain all his ration bank accounts as an agency of and under the direction of the Office of Price Administration and will be responsible only to the Office of Price Administration as provided in General Ration Order No. 3; that the depositor waives all recourse against this bank except for willful acts or omissions; and that all deposits are accepted subject to count and verification.

ITEMS DEPOSITED	LB EACH STAMP	QUANTITY OF STAMPS	NO. OF CARDS	POUNDS
Stamp No. _____				
Stamp No. _____				

1. List separately amount of each item deposited other than stamps.

2. Indicate beside each amount the type of item deposited.

3. The bank number, which appears on the ration check under the bank name to the right, must be written beside the amount of each ration check deposited.

THE UNITED STATES OF AMERICA  
OFFICE OF PRICE ADMINISTRATION

RATION BANKING

NAME OF ACCOUNT (PRINT) \_\_\_\_\_

ADDRESS \_\_\_\_\_

ATTACH LIST OF ADDRESSES OF ALL ESTABLISHMENTS TO BE SERVED BY THIS ACCOUNT.

TYPE OF BUSINESS \_\_\_\_\_

(RETAILER, WHOLESALER, INDUSTRIAL USER, LICENSED DISTRIBUTOR, ETC.)

NAME AND TITLE (PRINT) \_\_\_\_\_

SIGNATURE \_\_\_\_\_

SIGNATURE CARD

TYPES OF RATION ACCOUNTS

DEPOSITOR AGREES THAT THIS BANK WILL MAINTAIN ALL HIS RATION BANK ACCOUNTS AS AN AGENCY UNDER THE DIRECTION OF THE OFFICE OF PRICE ADMINISTRATION AND WILL BE RESPONSIBLE ONLY TO THE OFFICE OF PRICE ADMINISTRATION, AS PROVIDED IN GENERAL RATION ORDER NO. 3, AND THAT THE DEPOSITOR WAIVES ALL RECOURSE AGAINST THIS BANK EXCEPT FOR WILLFUL ACTS OR OMISSIONS.

(BANK NAME) \_\_\_\_\_

DATE \_\_\_\_\_

NON-TRANSFERABLE

RATION CHECK

THE UNITED STATES OF AMERICA  
OFFICE OF PRICE ADMINISTRATION

CHECK NO. \_\_\_\_\_

DATE \_\_\_\_\_ 194\_\_

TRANSFER TO THE  
SUGAR

RATION BANK ACCOUNT OF \_\_\_\_\_

(NAME OF SELLER)

(AMOUNT IN WORDS)

AMOUNT IN FIGURES

POUNDS OF

SUGAR

THE FIRST NATIONAL BANK

FR - 0 ANYWHERE, U. S. A. 0-00

SPECIMEN

(PRINT OR TYPE NAME OF YOUR ACCOUNT)

(AUTHORIZED SIGNATURE)

MERCHANTS who are eligible open accounts with the card in the center; turn in collected stamps with the deposit slip, left; make withdrawals by means of checks. Among advantages: it makes frequent trips to ration boards unnecessary; it makes partial withdrawals against accounts possible; it permits establishment of permanent credit once stamps are turned into the bank



# A New Kind of Money

By HERBERT BRATTER

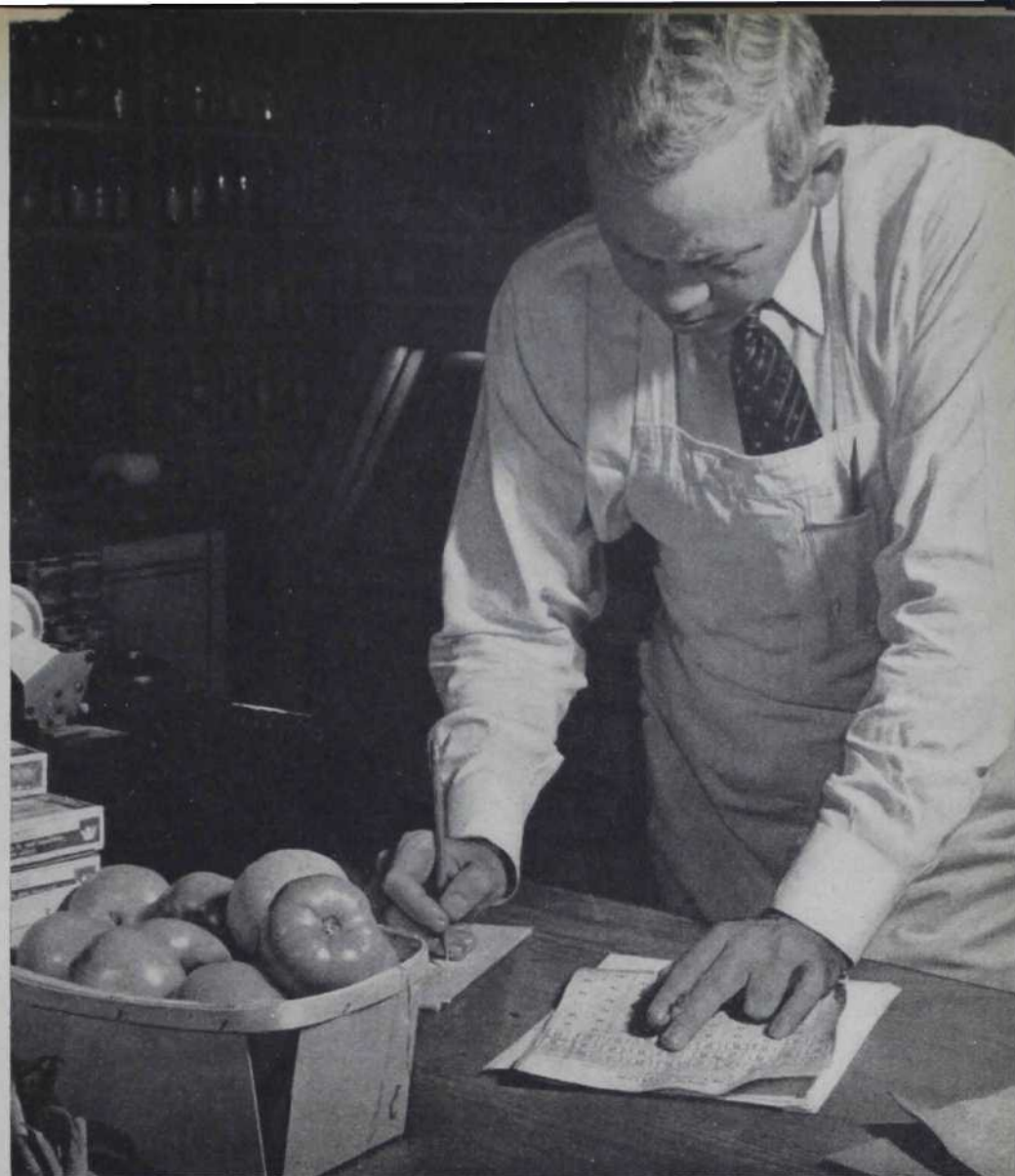
**AS RATIONING becomes more general a new kind of banking is needed to handle it**

**N**OT everyone fully appreciates that this country today has virtually two kinds of money. Our Federal Reserve notes and Treasury currency remain full legal tender for all debts, public and private. But, to buy rationed goods, we must also have "O.P.A. currency"; a ration stamp, coupon or similar evidence of government approval.

Already everyone is more or less familiar with this new O.P.A. money. Soon we shall be using much more of it. Of the sugar ration book containing 28 stamps, 190,000,000 copies were printed. Of the "A" gas ration book, containing 48 coupons in the East and 32 coupons elsewhere, 27,000,000 were issued, and more are still going out. About 50,000,000 other types of gas ration books have been issued. War Ration Book 2, containing 192 stamps, will soon go out to the approximately 125,000,000 persons not in the armed forces. This new book, which will be used initially in the "point rationing" of processed foods, will add many billions of items to our ration currency.

Since the local rationing boards were not sufficiently well housed, staffed, equipped, or located to handle these coupons expeditiously, the New York State O.P.A. last fall began the experiment of routing them through the banks. When that experiment, in which the American Bankers Association and bank supervisory agencies cooperated, proved successful, the experience gained was applied nationally, beginning Jan. 27.

Ration banking, it should be noted, does not concern the retail consumer of



**Once an account is opened, the business must deposit in it all evidences of sale of rationed goods that it receives from customers**

rationed goods. It takes hold of the ration stamps and coupons after he has made his purchase. It will also concern large institutional and other users of rationed goods, whenever the O.P.A. directs them to open ration bank accounts.

## The banks knew how

**BUT**, although the general public does not participate in ration banking, and the local ration boards will continue to function as before, every business man who deals in a commodity now being, or likely to be, rationed, should be familiar with the main features of "ration banking."

Simply described, ration banking is a device which utilizes the commercial banking system to gather in the ration stamps, coupons, certificates, and like papers after they have been used in the distribution of rationed commodities.

Just as ration coupons and stamps comprise a new form of "money," so ration banking is a new kind of "banking." A shopkeeper or dealer handling rationed goods cannot go to a bank and

borrow ration coupons or certificates, but, if he is in an eligible class, he can go to a commercial bank and open a "ration bank account," in which he then or later deposits the stamps, coupons, certificates, or ration checks which he takes in. Against this deposit he writes checks whenever he needs to transfer such ration "money" to his supplier. The merchant may open his ration bank account before he is ready to use it. No "minimum balance" is required.

For the present, only certain merchants are required to open ration bank accounts:

1. All retailers of rationed foods, whose December, 1942, sales of foods were \$5,000 or more.
2. All food chain stores (two or more stores).
3. All food wholesalers and other food distributors back of the retail level.
4. All gasoline wholesalers and other distributors, except retailers, who are not permitted to open ration bank accounts.

Initially, at least, fuel oil is not included in the plan.

*(Continued on page 54)*





Ice indicator for planes is expected to save many lives



Bob and Bing Crosby mug a bit to demonstrate that they are willing to give up even loud shirts and golf for war

CLARE BRADY rested his elbows on the desk and spoke earnestly:

"We have perfected a new item, Mr. Nigg. A little thing to fasten down warplane cowls so tight that vibration and stresses can't tear them loose."

For years, as president of the Nigg Engineering Co., Gilbert Nigg had built all-metal service stations for gasoline marketers. Now he was fingering an ingenious contraption slightly larger than a quarter, listening to a man insisting he should make them. Not by the score, but by millions.

Brady pumped out another idea:

"You are already producing other goods on government contract. Here's a chance to save part of your production for the post-war civilian market, yet manufacture a product the Army and Navy need today. But it's got to be made before it's sold! Will you gamble on a small initial order?"

Nigg turned the fastener over and over in his hand.

"Yes!"

Soon Nigg was turning out a trial order of 100,000, and tooling to make the things fast enough to keep up with Southern California plane production.

Brady thought he did a pretty fair selling job that day. His feat of "adding a line" to a manufacturer already swamped with government contracts was considerable. Yet months of hard, mind-bruising work preceded that sales argument.

Brady is manager of industrial re-

search for the Crosby Research Foundation. Yep, it's Bing's outfit, the same Bing you hear on the radio every week. Bing and his brothers, Larry and Bob, conduct this little-known but highly effective enterprise. Almost under the shadow of the California Institute of Technology, on a quiet Pasadena Street, Larry, Bob and Bing, through an executive staff headed by General Manager H. Lloyd Praeger, assess the value of ideas and inventions, and try to get the new ones into civilian production.

## Straight-shooting author

UNLIKE university research foundations, this one looks toward immediate marketing. In the nearly three years of the Foundation's existence, some 15,000 ideas have crossed the general manager's desk. Of these, three or four are considered world beaters.

Two motives led Bing into this venture. It may seem strange that a singer

should take a flier into business, but Bing became convinced three years ago that war likely would come again. Too, both Bob and he know that sometime the nation may tire of their music. The foundation represents one of their stakes for the future.

John B. Rathmell, a motion picture writer, first led them into the business of discovering worth while inventions. As a machine-gun officer in the first World War and an ordnance expert of such talent that the War Department recently called him back to teach the subject to younger officers, Rathmell was ideally qualified to investigate ideas, particularly those having to do with war.

He walked into Bing's Hollywood office one day and said: "Now, look, Bing. Trouble's brewing. Thousands of men have ideas for weapons and gadgets that'll help win a war. Some of 'em—not many, but a few—will be hum-dingers. You're just the guy to bring 'em out."



# Scouts for War Ideas

By ANDREW R. BOONE

**BING Crosby and Brother Bob have 15,000 items from inventors who want to play their part in helping the Allied armies beat the Axis**

Bing asked a few questions and called in brother Larry, who handles his public relations. Larry telephoned Bob. After a huddle, Bing agreed to try the plan for a year. Rathmell opened the Pasadena offices. Shortly all sorts of inventors, from crackpots to well known names, began dumping ideas in his lap. For 12 months, the foundation operated philanthropically. Rathmell looked only at ideas and inventions

likely to have military value. When an especially hot one came in, Bing and Bob joined in its consideration.

Bing spent considerable sums employing engineers to perfect various items. As each was brought to a point where it seemed practical for production, the device was offered to the Government. But the various federal services possessed no facilities for taking over additional developments.

"This situation," Bing explains, "demonstrated that, while the government laboratories were swamped, industrial laboratories were idling. Production and the swing to war goods removed much of their research incentive."

The boys realized that they must take a new tack. After the first year they abandoned efforts to introduce ideas which required further development to any federal bureau. Instead, they became frankly commercial, without abandoning their fundamental precept: Find war goods!

When an especially tough problem arises, Bing, and, if he's not on tour, Bob join with Larry, Praeger and Brady in ironing out the kinks. If the idea looks feasible, Praeger and Brady



Sales Manager Barker, Larry Crosby and General Manager Praeger (left to right facing you) go over the blueprints while the inventor explains his ideas for a war-winning device



take over. They first see that experts in various fields of science develop the idea, then go to the industrialist with a selling talk in terms he can understand. In due course, that manufacturer will offer Uncle Sam an article of merchandise.

### Hunting Axis-beaters

"AND don't let anyone tell you these manufacturers don't cooperate," Larry exclaimed. "They take on these things without immediate hope or expectation of profit. They want to help win the war. Of course, they may get something from us later that will help keep their plants running after the war. That hope may improve their cooperation, but it's intangible at best."

Bing feels the same way. He expects no profit soon, beyond the satisfaction of having helped American doughboys, sailors and flyers beat the Axis.

The Axis-beater may be a weapon to destroy the enemy or something to save the lives of Allied troops.

Take the stereoscopic fluoroscope, soon to hit the production line, for example. An inventor wandered into the offices one day carrying a sketch. He had no detailed plans, and the engineering work had not been completed. The thing looked important, so Praeger outlined the idea to Bing, Bob and Larry. With their approval, he consulted an engineer, a surgeon and a physicist.

Shortly the group witnessed a crude demonstration, which convinced them the inventor was proceeding along sound lines. Next morning, bolstered by expert assurance that the device had merit, Praeger called in technicians who brought the instrument to practical utility.

As a result, there stands in a Los Angeles laboratory today a fluoroscope through which surgeons can obtain stereoscopic views of their field at the moment they are probing for a bullet, fishing for a bit of shrapnel or seeking the ends of a severed nerve. The fluoroscope, it is believed, in many cases will halve the time required for surgery, thus saving precious lives, both at home and behind the fighting fronts.

Or the ice indicator. There's really one for the book.

E. G. Ashcraft, a professional inventor, brought in one morning a contraption which he explained could weigh liquids electrically. Praeger cocked his head at that one. His mind turned to

war needs, thence to aviation. You can't see an ice fringe when flying, he recalled; an airplane suddenly becomes heavy, perhaps too late for the pilot to save himself. Why not convert this thing into an ice-measuring instrument?

Praeger, Brady, Larry and Ashcraft huddled on the problem several times. Their ideas blended, at last, into a T-shaped device whose nose pokes out into the air flowing past a plane. Examination of the instrument tells you nothing. But the inner electronic workings, connecting with an outside diaphragm, cause a bell to ring or a light to flash whenever the ship encounters icing conditions and, on a cockpit meter, the pilot may read in fractions of an inch exactly how much ice has formed on his wings.

The ice detector hasn't reached the production line yet. It may not become a big seller commercially. At the moment it is in the hands of a responsible manufacturer, who soon will offer the item to the services, complete and ready to install.

Should you walk into the foundation offices this afternoon and say, "I have

thoughts to writing and rough drawings.

A week or a month later, the would-be inventor knocks again. What now can the Crosbys do for him, and, a perfectly natural and fair question, what do they get out of the deal?

They study the idea. Is it marketable? Does it meet military needs? Whether it can be marketed depends upon several factors, from availability of materials to probable public demand. Well known scientists, who usually serve without compensation, are called in to explore the problems presented. If they report adversely, the gentleman is sent away.

Point is, many ideas are technically sound; but if they do not rate priorities and fill a need *at this time*, the Foundation refuses to touch them.

Convinced that the idea merits development, Praeger sees that the Crosbys and his other associates go whole hog in speeding it through manufacture to distribution. He holds back on one commitment only: he refuses to hand an inventor a fat check.

"Money," he declares, "is the last thing we ought to give. All any inventor needs is a plan of procedure. In fact, providing such a plan is all we can do for him. We try to line up a manufacturer, and, if our efforts result in a commercial product, we naturally expect to participate, the percentage varying with the amount of our effort. But we charge no fees; there's no hocus pocus of costs for patent search. We and the inventor agree mutually what our interests shall be."

### Seeds replace bombs

NATURALLY every man who sits across the desk thinks his ideas merit priority in consideration. Whether it does or not, he gets a full hearing.

Often, as with the ice indicator, the end result bears little resemblance to the initial development.

One man brought in his version of the "Molotov breadbasket," which he thought could scatter bombs more effectively than

any device yet perfected. Army ordinance turned thumbs down, but the Department of Agriculture took it on as a seed-scatterer. Now it's helping fill the United Nations' breadbaskets by broadcasting seed over a wider swath than has been possible in the past.

Frank Viera, a Portuguese inventor living in Chicago, wondered if a way

(Continued on page 78)



The beginning of a new gunsight, though it will not look like this when it gets into production

something new," Praeger would ask a single question:

"Have you disclosed this to anyone?"

If you have, he will talk with you. If not, he will send you home to make the idea known to someone else. He doesn't want to be accused of lifting an idea, so he asks that each caller who thinks he has a patentable item first reduce his



# THE LIFE INSURANCE AGENT IN WARTIME



AMERICA has always been known as a nation of individualists. From the very founding of this country, we have insisted upon our inherent right to live our own lives and to plan our own futures.

Out of this demand for individual planning has grown the institution of American life insurance. Through this, Americans have provided for themselves and their loved ones a greater measure of individual financial security than has ever been known before. In fact, we Americans, representing only 7% of the world's population, own more than 70% of the world's life insurance.

In keeping with American individualism, life insurance itself is individualized — tailored to fit the hopes and ambitions, the needs and income of each policyholder. And each family's insurance program, shaped according to its own particular needs, has been made possible by the untiring work of the life insurance agent.

It is the agents who teach people to understand and appreciate the benefits of life insurance. Through their efforts, in times of peace, agents helped some 65,000,000 Americans to take advantage of the flexible, individualized service characteristic of American life insurance.

In wartime, this service takes on new and more

important meaning. The agent's work is a major contribution to the morale of our fighting men overseas, for millions of them know that, through life insurance, their families back home are cared for no matter what happens.

The agent's work in wartime also helps prevent inflation. He helps people with excess earnings to invest part of such earnings in life insurance. This keeps excess funds from competing for consumer goods and helps hold down prices.

Life insurance bought today serves a double purpose. It not only provides protection for the policyholder, but a substantial part of the money he pays for such protection is invested by his Company in United States Government Bonds. Since Pearl Harbor, the life insurance companies of America have added nearly \$3,000,000,000 to their holdings of United States Government securities . . . money that is going for tanks, planes, guns and other war equipment. In addition, life insurance agents sell War Stamps as part of their daily activities.

Thus, through the life insurance agent, Americans have found a way to accumulate life insurance funds which have not only helped make America what it is, but are now helping to pave the way for Victory.

**BUY WAR SAVINGS STAMPS—FROM ANY METROPOLITAN AGENT, OR AT ANY METROPOLITAN OFFICE**

**Metropolitan Life**  
(A MUTUAL

Frederick H. Ecker,  
CHAIRMAN OF THE BOARD



**Insurance Company**  
COMPANY)

Leroy A. Lincoln,  
PRESIDENT

1 MADISON AVENUE, NEW YORK, N. Y.





The hunt for substitutes has spread from factory to consumer—housewives search odd corners to find groceries that will replace staples

MONKMEYER

# Food Problem Tightens Up

By R. L. VAN BOSKIRK

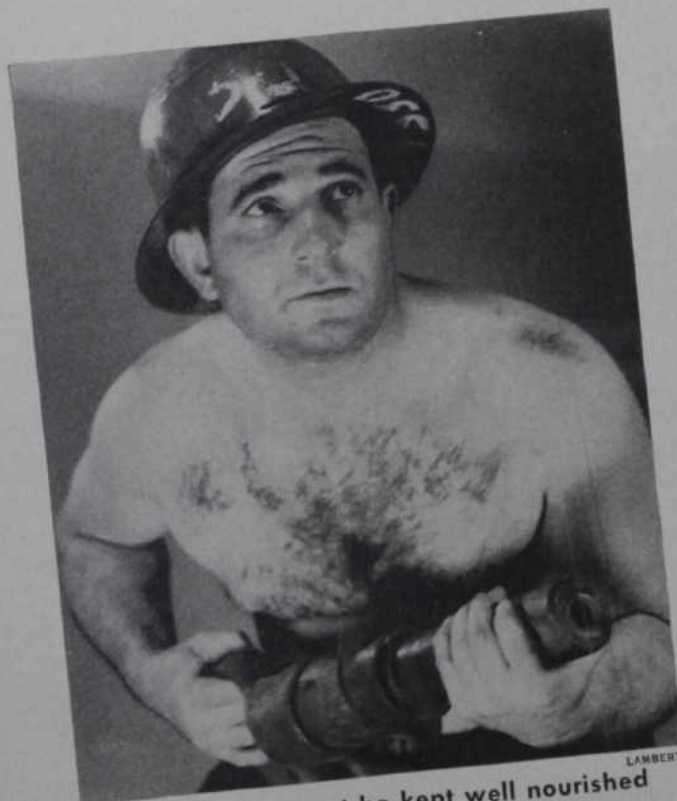
**BEGINNING** of point rationing emphasizes scarcity and adds to problems of dealers already suffering from volume decline

**W**HEN Secretary Wickard took over Charlie McCarthy's radio time on the last Sunday of 1942, he said:

"The way we manage our food supply will have a lot to do with how soon we win the war. . . . What are the essentials for the right kind of a food program? Basically, they are simple. First, we need to produce as much of the right kinds of food as we can. Second, we must see to it that this food, once produced, is used where it will do the most good."

When a government official talks about managing the food supply, farmers, processors and distributors as well as rationees see red. Very little management has been left in their hands. The Government itself has attempted to take over management of food production and, before a food czar was appointed, at least 12 bureaus were all contributing their favorite recipes for a national omelet.

They are still contributing, but the so-called czar is supposed to coordinate their efforts. Thus he must wangle more milking machines, water pipe for dairy cattle, farm implements, tin and steel for cans from W.P.B.; dicker with Lend-Lease over foreign food shipments; bludgeon the Man-



War workers must be kept well nourished



# THIS WHITE FLAG MEANS *FIGHT!*



The headlight of a troop train stabs through the blackness of a southern night...white flags flying.

A fast freight snakes its way through the southern foothills...white flags flying.

White flags of surrender? Not these flags! These white flags mark an "extra" train. These white flags mean troops are moving, war freight is rolling. These white flags mean *fight!*

Today, the Southern Railway System is flying more white flags than ever before. Extra trains by the hundreds are rolling along to help move men, supplies, materials of war.

Tomorrow, when free men in a free world have won their Victory, these "extra" trains of

the Southern will carry a different kind of freight...rich foodstuffs and great crops from the Southland's fertile farms and fields...cheaper, better products of manufacture from the *new* South's modern industries.

This is the vision of the men and women of the Southern...who see in the white flags flying today the promise of a better tomorrow.

*Ernest E. Harris*  
President

---

**SOUTHERN RAILWAY SYSTEM**  
*The Southern Serves the South*

---



power Commission for taking essential workers out of food production; entreat with O.D.T. for a more simplified version of the horrendous truck regulations; beg O.P.A. to crack the ceiling on certain products in order to maintain a working profit for producers. He has other problems, too, but these give an idea of the complexities involved in food management.

What little food management is left to private citizens puts a heavy burden on distributors and processors. The rationing order for canned goods cuts across the retailers' life line. The Government's demand for more food despite declining manpower and inability to get new equipment puts canners on the spot.

Predicting the future food supply with slide-rule accuracy is of course impossible, but here's how food experts view it:

If the weather permits bumper crops

most certain to take at least half of all production. He took more than a third in 1942.

### A 40 per cent cut

THIS will mean that the average housewife's 1941 allowance of about 80 pounds of canned or frozen vegetables and fruits per person will be cut to 40 pounds. That figure is not necessarily accurate because many persons, like farmers, seldom use canned foods. Their portion has generally gone to apartment dwellers.

No one knows how the millions not now using canned goods will react to rationing—they may decide to get their share. If they do, apartment dwellers will be even harder hit than now anticipated.

It is unlikely that fresh vegetables can make up the difference. The average person consumed 210 pounds in

twice that much even in season because of extreme demand. The salaried class whose income has not increased will be caught in a vicious cross-fire—canned vegetables will be scarce and fresh vegetables too expensive.

One of the housewife's toughest jobs in 1943 will be to find substitutes for the canned staples to which she has been accustomed. Such things as hominy, sauerkraut, baked beans, mushrooms, pumpkin, sweet potatoes, canned fish will be exceedingly scarce. Ingenious marketers are trying to keep them on sale. Hominy is now fairly common in fibre containers. Sauerkraut sales in bulk or glass have been surprising the grocery trade. The Government promises 6,000,000 to 8,000,000 cases of baked beans in glass (normal production 25,000,000) but only five or six canners have the facilities to put them in glass. One canner says there probably will not be half as many as the Government promised.

There will be almost no canned berries except for the armed forces. No labor. Even in 1942 thousands of quarts of strawberries were left on the vines. The Government expects increased production to relieve this situation, but orchardists are not too hopeful. School children and town holidays organized for fruit picking may help, but it takes experienced hands to grade and pack apples, peaches, pears and other fruit.

### Soldiers get beets

CANNED corn for civilians may be plentiful. The 1942 pack was 22.5 per cent ahead of 1941 and about 14 per cent larger than the Government expected. Civilians may do fairly well on peas, too, because harvesting is largely by machine. But tomatoes and string beans may run short because of manpower difficulties. It takes too much labor to get them picked and tomatoes for canning are hand-peeled. Growers are anticipating a cost two or three times greater than last year for harvesting labor.

No canned whole beets of large size may be expected. Even small ones will be scarce for the Government has asked for more dehydrated beets than went into the entire 1942 pack of canned beets.

For retailers and wholesalers the first great problem is reduced stocks. Without volume sales they can't exist. A business can't live by turning an item five times when it counted on ten. The percentage markup has not worked for that reason—it was based on multiple turnover.

Merchants must also prepare to handle a host of voluntary woman detectives. Several million are expected. Merchants who can't understand all present O.P.A. regulations themselves



Housewives try to help tin shortage by salvage, but there still isn't enough for baked beans, sauerkraut and other specialties

and production is maintained at present levels, the Government will take at least one-third of all food production in 1943. If production declines, Government may take as much as one-half. In canned goods alone Uncle Sam is al-

1942; about 202 pounds in average years. He may possibly get 193 pounds in 1943 if weather is good and labor available to harvest the crop. There is no ceiling on fresh vegetables. A 15 cent bunch of carrots today may become





Copr. 1943, The Pullman Co.

## When standing still means *full speed ahead*

**Y**OUR CRACK PASSENGER TRAIN stands on a siding while a heavy freight or troop train rumbles by. Men, munitions and material... *full speed ahead* for war.

*And the slight delay in your train clears the track for Uncle Sam!*

"We'll keep 'em rolling!" say the railroads. And what a magnificent job of it they're doing! Pullman knows, better than most, because Pullman works shoulder-to-shoulder with *more than one hundred* different railroads, though it is actually a part of none.

From this unique position, Pullman can give you an accurate, impartial, "eye-witness" account of the amazingly efficient

manner in which these roads are carrying out their wartime duties.

### For example:

Daily deliveries of oil by rail to Eastern states are now *65 times as great* as they were before Axis submarines started to sink tankers.

Latest figures on coal shipments to New England are 60 per cent greater than those for a year ago. There is a 30 per cent increase in ton-mile freight service.

*And total passenger traffic is more than doubled!*

That's where we come in. And the way

the railroads—all of them—are handling Pullman sleeping cars is right in keeping with the splendid record they are making in *every* phase of wartime transportation.

Each Pullman car—on the average—now operates at an all-time high in number of passengers carried and, thanks to *faster handling*, in miles traveled per day.

Yes, Pullman's hat is off to the railroads. Yours should be, too. They'll *keep 'em rolling*—we'll *sleep 'em rolling*. That's our *wartime job!*

AN AVERAGE OF MORE THAN 25,000 TROOPS A NIGHT NOW—

# GO PULLMAN

**Buy War Bonds and  
Stamps Regularly!**



wonder how the volunteers are going to understand them. Then, too, both merchants and inexperienced clerks are certain to make mistakes. Will the detectives be understanding or officious in reporting violations?

In Toronto, Canada, the price administration office gets 6,000 telephone calls a day, mostly about price discriminations. In Canada, too, the system is better understood. The distributing system there is relatively small compared to the United States and the Government gives definite instructions in booklet form and daily radio talks.

Setting up a system to handle point rationing will also tax the merchant's ingenuity. The checking desk of a cash and carry store with inexperienced help will be a mess. The store will probably have a chart listing the cents and points values of 200 or more commodities. Perhaps it will contain 16 columns or so—one for each size can. The checker will have to keep simultaneous account of points along with dollars. Some merchants may decide it will be easier to write the value of points on each can of goods in stock. Difference in ceiling prices of cans of the same size and same commodity will add to the checker's woe, because, under the new proposed plan, peas from Oregon may sell for more than peas from Wisconsin.

### When point values change

WHEN changes in points are announced, the store may close until new markings are made because, if the change in points goes upward, the store may lose part of its precious inventory value. The owner must turn in coupons in order to replace stock and it is almost certain that some cans will escape to customers without enough points being torn out of the coupon book while the change in point value is being put into effect.

Point values will probably be set according to demand and nutritive value of the product. Tomatoes and peas may be high—corn and succotash a little lower. But values will change. The English first put a high value on salmon because it was popular, nutritious and comparatively scarce. Canned meats from America received a low point value because they were comparatively unknown. But Englishmen soon learned to like American canned meats and the demand quadrupled. The rationers raised their point value and lowered salmon.

There are hundreds of other questions now in the minds of retailers that only time will answer. Will damaged goods be sold at lower point values? Where will independent grocers get delivery boys who will be able to handle the point system with housewives who will guard their ration points more

closely than their dollars? How will a buyer know what to do when he is offered 1,000 cases of pears—needs them—but is afraid to use up all his points for fear he may need part of them for peaches later?

Although aware of rationitis and its effect on their relations with dealers, food canners are chiefly concerned with the possibility of meeting production goals. Their first step is contracting for acreage. Farmers hesitate to sign up because they can't foresee where labor to work and harvest the crops will come from. The U. S. Employment Service has not been generally satisfactory in supplying farm labor because the officials don't seem to understand what is needed. Even if canners could contract for more acreage, it would seem impractical because most canning factories handled their full capacity last year and have no facilities for expansion. Furthermore, additional acreage would have to be farther away from the cannery, increasing transportation troubles.

Shortage of containers is a severe

handicap, but the industry has contrived to make a little tin go a lot farther by using black plate and bonderizing the ends. Some canners are optimistic that more tin and steel will be available by June, but that opinion is probably wishful thinking. Glass is being used in some cases, but, generally, the industry cannot get materials to build the new equipment necessary to convert to glass. In addition, glass containers are not acceptable for shipment to the armed forces.

Processing a can of food so that it can be sold under ceiling prices will continue to be a headache. An increase in raw products cost will not necessarily mean an increased retail price. If the canner can't sell at a profit after paying the new price, the Government may pay the difference between what the packer can pay and the guaranteed price. Some canners think it would be better to add, say, \$3 a ton for tomatoes to the consumer price. On a 15 cent can of tomatoes the added cost would be only about three quarters of a cent.

(Continued on page 63)



Mother's kitchen troubles will center around problem of feeding family without much aid from canners

RONKMEYER





# Salute to America's Packers



**Levelcoat\***  
PRINTING PAPERS

**Trufect**  
For Highest-Quality Printing

**Kimfect**  
Companion to Trufect at lower cost

**Multifect**  
For volume printing at a price

An outstanding example of effective wartime advertising is seen in the "Meat Educational Program", which is sponsored by the American Meat Institute and is appearing in national magazines and newspapers. This campaign is typical of the new "duration advertising" now employed by many advertisers to maintain their business identities and at the same time aid the war effort.

This and similar advertising merits approbation because it makes important contributions to the building and sustaining of civilian morale by inform-

ing our people on the reasons why cooperation and personal sacrifices are required in order to carry on this war.

Through the Office of War Information—Bureau of Campaigns—Washington, D. C., advertisers may obtain suggestions on how they may cooperate with Government-sponsored educational campaigns.

Whether your advertising consists of distribution of only a few thousand booklets and folders or is a magazine and newspaper campaign, your Government will welcome its assistance.

**KIMBERLY-CLARK CORPORATION**

Manufacturers of Printing Papers Since 1872

NEENAH, WISCONSIN

NEW YORK: 122 E. 42nd St. • CHICAGO: 8 S. Michigan Ave. • LOS ANGELES: 510 W. 6th St.



# COLUMBUS



# DISCOVERED RUBBER

# Firestone

# DISCOVERED



# BUTAPRENE

**\*THE SYNTHETIC RUBBER THAT IS HELPING THE UNITED STATES WIN THE WAR AND WRITE THE PEACE!**

ON ONE of his voyages to the New World, Columbus found the Indians playing a game with a bouncing ball made of "caoutchouc," the dried, gum-like milk of the Hevea tree. Little did he know that some day this strange substance would become one of the world's most vital raw materials. Today, we call it "rubber" and with the United States cut off from its principal sources of supply, Americans everywhere are keenly aware of its tremendous importance to modern transportation and to the cause of Victory.

Without rubber, we could lose this war! But Firestone Butaprene is effectively taking the place of crude rubber and in many instances performing better than the natural product. As a result, it is not only helping to win the war, but also write the peace—for after the Victory is won, America can, if necessary, remain independent for its rubber requirements. Thus, 23 years after Harvey S. Firestone said "Americans Should Produce Their Own Rubber," his vision is rapidly becoming an amazing reality.

*Listen to the Voice of Firestone with Richard Crooks, Margaret Speaks and Alfred Wallenstein, Monday evenings, over N. B. C.*



**THE FIRST COMPANY IN THE RUBBER INDUSTRY TO WIN THE ARMY-NAVY "E" AWARD FOR HIGH ACHIEVEMENT IN THE PRODUCTION OF WAR MATERIALS**



# MANAGEMENT'S

# Washington LETTER

A last minute roundup by a staff of Washington observers of government and business

PASSAGE OF PAY-AS-YOU-GO INCOME TAX PLAN is a 100 to one bet.

Only real questions on Capitol Hill are in what form and when. Probably won't be Ruml plan, but a variation of it.

But pay-as-you-go won't change your first quarter tax bill due March 15—that will be the same whether or not tax plan passes by that date.

► As to new taxes or hikes in rates to meet the President's new revenue request:

Congress won't raise nearly as much as White House suggests. It feels the burden would be more than the traffic could bear.

But look out for Treasury's spending (Treasury calls it "sales") tax. Under one proposal all but cost-of-living sales would be taxed 50 per cent.

That means a \$10 fountain pen would cost you \$15, a \$50 lounge chair would be \$75.

Congress will oppose it as a super-duper income tax designed to soak the rich.

► Agriculture is feeling its own strength, is now beginning to toss its new weight around.

It has unseated labor, in the saddle for the past 10 years, as the power in government.

A privately conducted survey shows that 77 per cent of the Senate, 66 per cent of House members, came from rural areas.

Observers on the Hill see a good chance that agriculture will gain as firm control for next decade as labor had for the last.

► Box cars fitted with rubberized cells carrying 10,000 gallons of oil per car have passed preliminary safety and mechanical tests.

The conversion job, plus the freight car, costs more than twice the price of a tank car. Which is why railroads don't like them.

One hundred more are being converted for further tests.

WPB has released materials for 800 truck trailer tankers of 4,000-gallon capacity.

Orders are split among trailer makers. They've had up to 80 per cent of the materials on hand for months.

Some steel sheets going into hurry-up tankers have been in storage ever since auto shutdown, when trailer makers got some of the left-over sheets.

► California State Senate is considering taking over operation and maintenance of Golden Gate Bridge for the duration. Its revenues aren't paying the bill.

Hugo D. Newhouse, president of the bridge directorate, said employees of 90-odd government agencies ride across on passes, create greatest single factor toward insolvency.

Newsworthy note: The 90-odd agencies are all civilian.

► Renegotiation has given the Army and Navy many extra millions to spend.

Money brought back through renegotiation of contracts in early stages can be spent again without a new appropriation.



If the same contracts were completed and the money brought back in taxes, it would go to the Treasury.

That helps explain why the armed services like renegotiation, dislike idea of recapturing profits through taxation.

► Note the extreme divergence of views on food production. President Roosevelt said crops have not been lost by lack of manpower "except in a few isolated cases."

Several farm leaders outside government disagree. They contend farm help shortage led to record losses of cotton, peanut, fruit crops, dairy products, beef herds.

Drainage of farm and dairy labor into higher paid war plant jobs continues unchecked, these experts hold. Food shortage will be among 1943's most serious problems, they predict.

Secretary of Agriculture Wickard concedes to farmers that there won't be enough farm labor to go around in 1943, and that only the most urgent shortages can be met.

► It hasn't yet been decided definitely, but there's likelihood that OPA's legal department will be decentralized.

This would strike at the heart of what some critics say is OPA's greatest fault—entanglement in legal phraseology.

Under present setup, a division head, seeking to regulate a price structure, sends his notes to the legal department.

From there come the long, complicated regulations that baffle the storekeepers they would govern.

Under new plan, legal department would be broken up, lawyers would be assigned to work under division heads.

► Regimentation note: The executive officer of a Midwest retailers' group months ago offered his members printed copies of the original OPA regulations

affecting them. All 150 members of the group requested copies.

The same officer recently offered his members the OPA's latest regulations affecting them. There were no takers.

He reported the attitude was: Why read 'em? We can't follow them anyway.

► OPA will send 600,000 women into food stores to act as "explainers," when point rationing starts.

Each will sit at a table, try to make the rationing system clear to shoppers.

Store keepers are worried about complications presented by necessity for making change in points, as well as in cash.

Some distribution experts express off-the-record belief the system as now planned may fall of its own weight.

► Construction industry leaders are seeking assurance that war-time restrictions affecting that field will be lifted immediately on war's end.

Purpose is to have an unshackled industry ready to assume leadership in post-war employment.

It could absorb, at once, manpower equal to total in U. S. armed services this year, they contend—three million directly and from six to nine million more in supply, fabrication and transportation lines.

Building has none of the reconversion, retooling problems that will delay most other industries, they point out.

Pent-up demand, swollen by war marriages, higher earnings, would spread quick employment to every community.

Home building in 1941 totalled \$2,881,000,000. Surveys indicate demand in first post-war year will run much higher.

Prefabricators expect broadened market. They gained experience, demonstrated speed in war-time housing rush.

► Stop, Look and Listen signs posted by the new Congress and various publications apparently have slowed the headlong



rush toward government concentration of industry.

Significant evidence is resignation of Roland S. Vaile, University of Minnesota professor, as head of the consumer goods division of the Office of Civilian Supply, which is directing the concentration program.

Vaile wanted to carry concentration even into retail field. He had contended that food movement should be limited to 500 miles, for example.

Now Vaile is out, succeeded by Richard N. Johnson, former Boston newspaper publisher who is looked upon as a moderate.

Another evidence:

Joseph L. Weiner, director of the Office of Civilian Supply, predicts goods and services purchased by civilians this year will drop only 10 to 15 per cent under 1942.

If this holds true, the Government's concentration plans presumably can't be pushed as hard, nor as fast, as has appeared probable.

One catch in Weiner's estimate is that he thinks durables, such as furniture, electrical appliances, will drop 35 per cent. This is the field in which concentration would hit hardest.

He contends this decrease would be offset considerably by a rise in services, such as maintenance and repairs, recreation, medical treatment.

► Congress can deprive President Roosevelt of many of his extraordinary powers simply by sitting on its hands—if it chooses.

Several major grants of authority carry expiration dates which fall within the next five months. Affirmative action is required to extend them. No action at all would kill them.

Some examples:

LEND-LEASE act expires March 11. Debate over proposed renewal of lend-lease authority will bring up the whole issue of loans and grants, of money and materiel, to foreign governments. Harry L. Hopkins will be a storm center of this fight. Look

for extension of the authority, but with congressional restrictions and safeguards.

RECIPROCAL TARIFF authority expires June 12. Opposition to extension is being whipped up in both branches of Congress, but hasn't made much headway—yet. Secretary of State Hull will go to the mat for extension of Executive authority to enter into reciprocal trade treaties, and he stands high even with the new Congress.

BITUMINOUS COAL act expires April 26. It's already been extended once, for two years, and is scheduled for another extension.

PROPERTY REQUISITION act expires June 30. This gives the President authority to take over any property, factory, machinery or business he finds necessary for national defense. No serious opposition has crystallized so far against this authority or its exercise to date.

These are headliners among some 26 grants of authority which expire during the year. Don't expect any wholesale cancellation of presidential authority. Expect, instead, renewals with qualifications and reservations. Most important, Congress will require frequent reports to it, by administrators and other presidential appointees.

► Keep an eye on the railroad brotherhoods' pay raise demands. The stage is being set to kick the lid off wages if the railroad workers win.

Fifteen non-operating brotherhoods are asking a 20 cents an hour boost, citing living cost rise.

## 1ST IN INDUSTRIAL DUST CONTROL

FOR PROCESS DUST

ATMOSPHERIC DUST

ROTO-CLONE  
Combined Exhauster  
and Dust Separators

AIRMAT DUST  
ARRESTERS

AIR FILTERS

Send for  
Free  
Bulletins

ELECTROSTATIC  
FILTERS

AUTOMATIC  
FILTERS

WASHABLE UNIT  
FILTERS

ENGINE FILTERS

**AMERICAN AIR FILTER COMPANY, INC., 109 CENTRAL AVE, LOUISVILLE, KY.**

IN CANADA, DARLING BROTHERS, LIMITED, MONTREAL, P. Q.



Railroad management will object that increases already granted since January 1, 1941, total 16.1 per cent.

The "base date" used is the same as that of the Little Steel case, in which the War Labor Board established its cost-of-living policy.

Other big unions are ready to rush in with similar demands if the Brotherhoods win.

► Industrialization of the South is moving forward at faster clip than is realized by most people of other sections, who haven't seen the changes wrought by war.

Steel and chemical industries, for example, are going great guns. Labor unions have made substantial headway in industrial communities below the Mason-Dixon line.

War factories and huge encampments are bringing an influx of new citizens from other sections.

A large proportion of the new residents expect to make the South their permanent home, and they've brought with them new business methods, different buying habits, modes of living and trends of thought.

The effort to make the South more nearly self-sufficient is succeeding better than southern leaders dared hope for three or four years ago.

Politicians are quick to sense the new trends. Some of them believe the rigidity of the "solid South" is already ended, or will be during this decade.

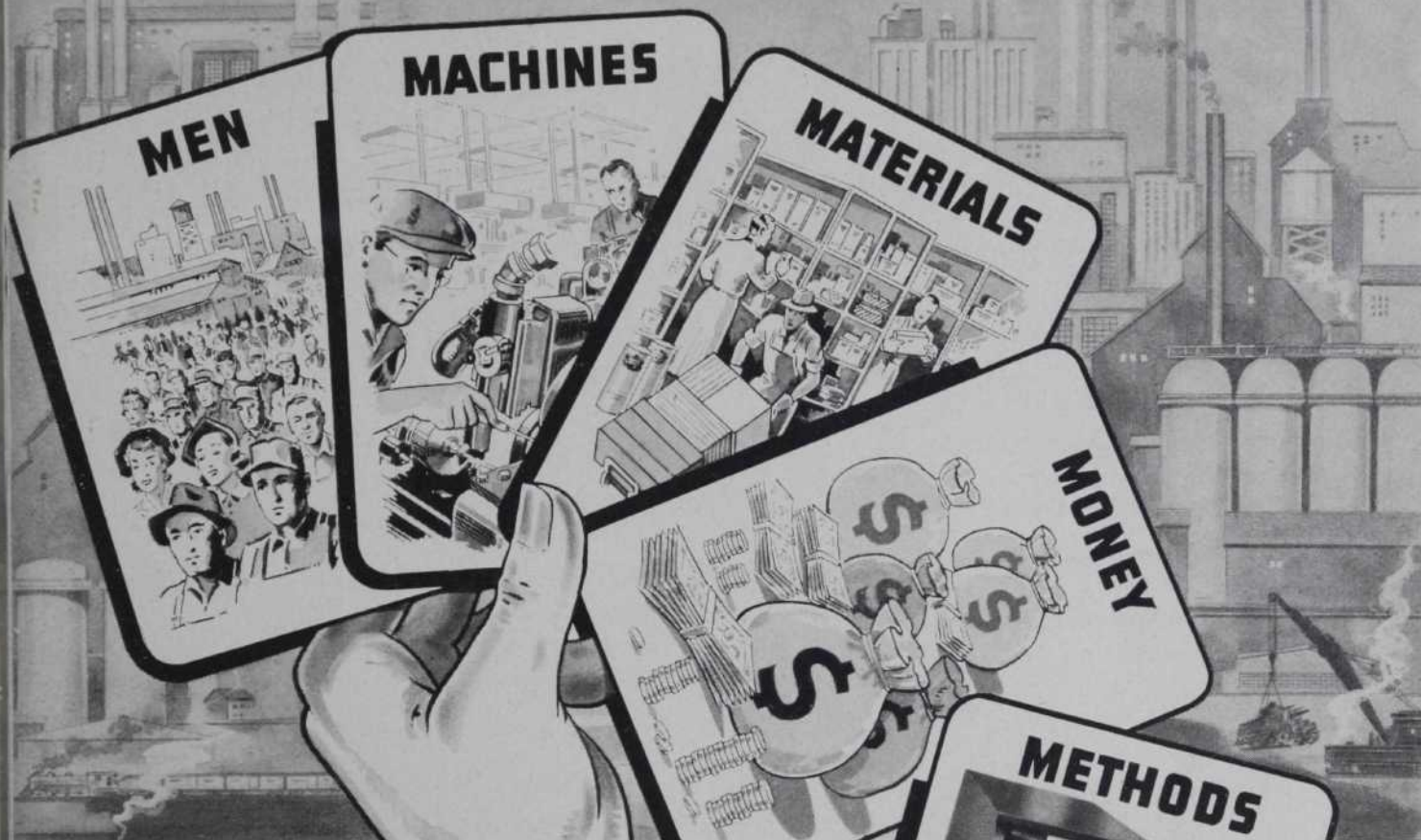
No other section is experiencing such profound change, save the West Coast.

TOO LATE TO CLASSIFY: Donald Nelson evidently plans to stay awhile—he's had his Washington apartment redecorated by one of the town's better refurbishers who installed, among other things, two bright red leather chairs.... A client recently asked Dun and Bradstreet for a check on the Navy's financial standing.... Sir Evans Williams, British coal chief, has allocat-

ed \$5,000,000 for research to increase efficiency in burning coal. Presently only 30 per cent of the total potential energy is utilized....Phil Murray and John L. Lewis had lunch together at a back table in the Lafayette Hotel the other day.... Jap navy orders are issued in English because Japanese offers no code possibilities.... Shortage of Pullman porters has become acute. Too many are going into other work.... Citizens of England paid for their copies of the Beveridge report, but in this country the British Information Service distributes them free.... Mrs. Frank Knox postponed a luncheon for other Cabinet wives when the pleasure driving ban came. Purpose was to give them a chance to learn bus routes.... A Washington paper reported the plumbing in the Virginia home of Raymond Ickes, son of the oil coordinator, froze because he ran out of oil.... Rubber Administrator Jeffers ordered solid rubber tires off rail station trucks—until he was told the rubber could be used only for more solid tires.... "For the first time in history women of every sort and description are responding to discipline and are doing things together," Representative Frances P. Bolton of Ohio told a capital audience. She was describing the WAACs.... Another place to look for the versatile soy bean is in sausage.... New intricately etched safety paper is used in War Ration Book No. 2 to trap counterfeiters.... Completion of a bridge at the Mexican-Guatemalan border provides a rail route to U.S. for Guatemalan coffee. But there isn't enough of it to help much.... Executive office of the president is listed in the new budget for \$4,655,690. In 1918, second year of our part in World War I, it was \$688,370.... Secretary of Agriculture Wickard says military and lend-lease will take a quarter of U. S. food in 1943. That's enough for 35,000,000 mouths.... Mrs. Harry Hopkins leaves her White House home at 8:30 a.m. five days a week. She is captain of nurses' aids at Columbia Hospital. Lend-lease is the most vigorous of the 14 government agencies pushing for the spotlight position on the post-war stage. State Department will quietly get it.



# VISION



## VISION RECORD SYSTEMS

**make an unbeatable hand for effective Management Control**

Key men in government and industry require dependable facts swiftly—accurately—and economically—because the advantageous use of all of our vital assets and the conservation of all things necessary to Victory are definitely dependent on proper records for co-ordination and control.

Today, time means *more* than money. Industry and government "All out" for Victory have a greater task than ever before . . . to be done with speed and accuracy. Acme VISION Record Systems are

helping importantly in this "speed-up" program by providing Management with up-to-the-minute accurate data enabling them to make wise decisions and take timely action.

Acme Visible Record Keeping Equipment may be purchased on U. S. Government Contract Tps-47442 Item 54-F-2325(a).

*Write or wire for your copy of the new 12-page illustrated book "VISION"—it will help you visualize and realize on your record knowledge.*

## ACME VISIBLE RECORDS, INC.

122 SOUTH MICHIGAN AVENUE, CHICAGO, ILLINOIS



# Five Critical Months . . .

**EVERY major decision between now and July 1 will affect the citizen's tax burden**

**T**HE FIVE remaining months of the current fiscal year will be among the most profoundly important in all the financial history of the American Government.

Between now and June 30, 1943, Congress and the Executive agencies will be called upon to make decisions which will set the pattern for financing not only the war itself, but the demobilization and initial reconstruction period as well.

It may be popularly believed that the pattern already has been established. Actually, what Government has done to date may be likened to assembling the pieces of a jig-saw puzzle. Now the time has arrived for fitting those pieces together, each with its neighbors, to arrive at a complete picture.

Practically every major decision that is made, from this time forward, will bear directly upon fiscal policy and hence upon the tax burden which every citizen must share in the years to come.

Inflation controls are many and varied, but the extent to which the American people will be called upon to endure inflation—and a lower standard of living—during World War II and later, will be determined chiefly by two control factors. These are the extent of Government borrowing from commercial banks, and the success or failure of artificial price controls. It is too early now to attempt a forecast on either point. But by June 30, the answers should be in sight.

Today's tax policies influence tomorrow's. Corporations and individuals are now working under the heaviest income taxes ever levied in this country. There is discernible now on Capitol Hill an intensification of interest in adapting war financing to make some provision for the post-war demobilization period. Corporation and individual taxes will be examined more sharply, it is apparent, with the long look in mind. There is growing appreciation of the necessity for corporations and individuals to retain some savings from their incomes if the private investments which must be made to employ labor in the post-war period are to be forthcoming. This aspect, alone, will



have considerable influence on taxation decisions. Meanwhile, experience will be gained with collections under the existing new schedules and the Victory tax. By June 30 there will have been action upon the new budget proposals, and exploration of proposals for compulsory savings and additional taxes, including the pay-as-you-go plan.

## Pandora's Question Box

BY June 30 the public debt will have reached about \$135,000,000,000. The increase to be made in the following fiscal year will be known. This will involve decision as to the extent to which the debt limit must be raised.

Soon there must be decision on a proper relationship between produc-

tion of war goods and production of civilian goods. Widely divergent views must—somehow—be reconciled. For example, one group holds that inflation can best be checked by keeping production for civilian needs at the highest possible level, and by encouraging private savings, to help close the gap between available goods and purchasing power. Another group contends that production of civilian goods must be held to the lowest possible minimum, everything over that minimum going into war goods.

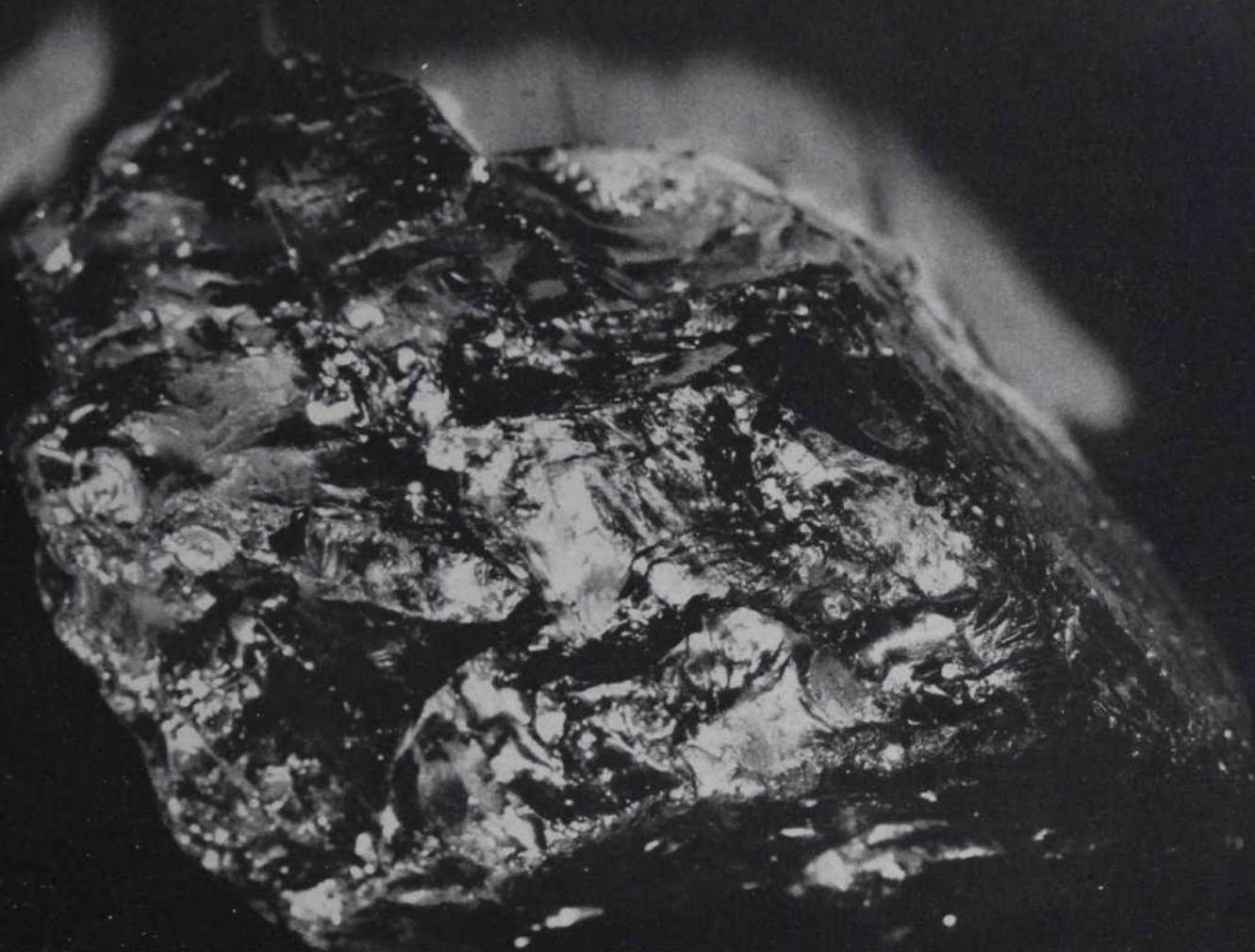
This opens up a whole Pandora's box of subsidiary questions, each with a decisive bearing on the fiscal picture:

How many men in the armed forces can our civilian economy support?

How many civilian workers shall be  
(Continued on page 62)



*I waited a hundred million years to help beat Hitler!*



*Before the first dinosaurs roamed the world, I was settling in my bed, waiting. For Man, when he arrived, would have need of me. I was to deliver him from the labor of his hands . . . to make his wheels turn faster . . . to lead him from the age of stone to iron and steel. I was to make possible the railroads, linking cities and countries. I was to help Man build his civilization and to win his wars.*



*My name is Coal.*

★

COAL, in peacetime, supplied the major portion of power and heat for this country. Now its job has been tremendously stepped up; for, as a war commodity, coal is as important as TNT. Fortunately, America's bituminous coal supply is virtually limitless. Reserves in the earth are estimated at 1,600,000,000,000 tons—enough to last 3,000 years.

Answering the call in America's greatest hour of need, the Bituminous Coal Industry has magnificently responded. In 1939, when war began in Europe, America's production of bituminous coal was 400,000,000 tons. During 1942 the Industry upped its production to 565,000,000 tons . . . an increase of 40%. This year, when our every effort will be bent on crushing the Axis, the production goal of the Bituminous Coal Industry is 600,000,000 tons—dependable economical heat and power for homes and industries fighting in the cause of Freedom.

*This message is published as a tribute to the Bituminous Coal Industry by*

**CHESAPEAKE AND OHIO LINES**

*America's Largest Originating Carrier  
of Bituminous Coal*





# Government's Place in Business

By THOMAS NIXON CARVER

## LOCATING the dividing line between free enterprise and Government is not very difficult

**W**E FEEL better this February about our chances of winning the war than we did a year ago. Soldier, sailor, worker, manager show their confidence that they are on top of their jobs. One sign of this optimism is a growing concern about our ability to meet the post-war problems already shaping up ahead of us. People want to know how we are going to avoid depression, how we shall maintain full employment, how industry and commerce can maintain a \$100,000,000,000 national income. The answer will not depend entirely on the treaties we write with our allies and our enemies. We must at the same time write a peace with ourselves.

For a dozen years Government expansionists and private enterprise have been at odds with each other. No indication or assurance has ever been

given that, in their quest for social gains and social security, the leaders and the administrators of New Deal thought did not intend to take over and manage every field of economic activity.

If there is ever to be a definition of the proper limits in which government can operate without leading us ultimately to either State Socialism or to Communism, that definition needs to be made before we return to the paths of peace.

Locating the dividing line between the fields of government and free enterprise is not impossible nor even very difficult. It is only necessary to start

with an understanding of the essential nature of government and of free enterprise.

It is the nature of government to command and its instrument is force.

It is the nature of free enterprise to bargain, and its instrument is persuasion. To get what it wants, it must offer something of equivalent value in exchange.

This should give us a clue to our problem of separating the two fields!

Any product or service that can be produced and marketed without coercion can be produced and marketed by free enterprise.

(Continued on page 75)

Post-war prosperity will not depend entirely on our treaties with other nations. We must also make peace with ourselves







## *America's Dangerous New Weapon*

From the ocean comes the wonder metal—Magnesium. Lighter than aluminum, it is indispensable for aircraft construction. As a powder it burns white hot and brilliant . . . for incendiary bombs and flares. Abundant new supplies of magnesium are giving the allied nations an important advantage.

Today magnesium is extracted from sea water by a process that employs Swenson Evaporators. Engineers from the Swenson Division of Whiting Corporation are helping to bring the new process into large scale production rapidly. Thus private enterprise demonstrates again its capacity to produce the materials of war at a speed no regimented nation can overtake. Whiting Corporation, 15677 Lathrop Ave., Harvey, Ill.

SOLVING PROBLEMS  
FOR INDUSTRY

# WHITING

CORPORATION

DESIGNERS AND BUILDERS OF TIME-SAVING EQUIPMENT FOR  
FOUNDRIES • METALWORKING, AIRCRAFT, AND CHEMICAL PLANTS • TRANSPORTATION SYSTEMS



# We TOUR the HOME FRONT

**Pullman Standard Car** president C. A. Liddle thinks mass production of freight cars to replace present obsolete supply will be another post-war development. His company reached production capacity of one every 4½ minutes before the war ★ **White Motor Company's** six-ton, six-wheel, six-wheel-drive Prime Movers for the Army will go 40 miles an hour. They will climb a 60 per cent grade. Tremendous traction is derived from the six-wheel drive, a gear ratio of 122 to 1, and mud or snow-type tires which prevent bogging down.

**Towmotor Co.**, Cleveland, has developed a demountable hook crane for their lift trucks which makes them capable of doing work formerly performed by overhead traveling cranes ★ The new **Lockheed** Constellation cargo plane is faster than the Japanese Zero fighter—it could carry 55 passengers and a crew of nine nonstop from Los Angeles to New York in a little more than nine hours.

**The Glenn L. Martin Co.** has equipped its plants with several "first aid hospitals," each of which has a staff of a medical director, seven surgeons, a technician and 40 nurses. In addition there are 15 large traveling surgical units manned by crews of four ★ **Curtiss-Wright** is paying for the training of 800 college women to be placed in engineering schools ★ **Bigelow Weavers** have limited their customers to 30 per cent of each one's 1941 quarterly billings. The company is 75 per cent converted to war production of blankets, cotton duck and ordnance equipment.

Some of the Army's lesser known accoutrement was made known when the **Fulton Sylphon Co.**, Knoxville, received the Army-Navy "E" for such things as fuel injector controls, fuel oil heater controls, engine temperature controls for motor vehicles, steam jet ejector condenser controls and numerous other temperature control instruments ★ **Chrysler** built more tanks in December alone than in all of 1941—also broke all monthly production records for 40 mm Bofors anti-aircraft guns, small caliber ammunition, marine tractors, gyro-compasses, tank engines and fire fighting equipment.

**Brown & Williamson Corp.** has made arrangements permitting organized unions to buy 10 cases or 500 cartons of Raleigh cigarettes at \$251 for shipment to soldiers—with each order the company contributes an extra case ★ **Cessna Aircraft** asked its employees to air their gripes anonymously on a questionnaire

with 55 inquiries, including their opinion of their foremen, assigned job, the company's credit union, group insurance, radio and advertising program and what music they would like over the loudspeaker.

**Service** experts from **Willys-Overland** trained more than 10,000 soldiers last year in maintenance of Army Jeeps ★ **Liquor and Wine Industries** cited 20,000 taverns and package stores who are selling a minimum of \$60 worth of war stamps—one state record indicated that, for every \$8 worth of liquor, \$3 in stamps were sold ★ Among **American Cyanamid's** developments in 1942 were a plastic to replace brass buttons on uniforms—also good for dishes on planes; resins to replace tung oil for use in protective coatings; a synthetic to replace rubber in coating raincoats ★ **Lederle Laboratories** built a new plant for dehydrating human blood plasma used principally for treating shock—plasma can be preserved five years. Also developed a new technique based upon dried serum of rabbit blood which can be used to determine a soldier's blood type so that it may be stamped on his identification disc.

**The National Safety Council** presented **du Pont** with special award for record "38 plants with absolutely no reportable accident in 18 months" ★ **Mennen Co.**, Newark, has started an advertising campaign on health notes to help relieve the doctor shortage ★ The new Texas magnesium plant of **International Minerals & Chemical Corp.** is the third built by **The Austin Co.**, which still has several hundred engineers and 5,000 construction workers erecting additional facilities ★ By the end of 1944, **General Electric** will have built enough propulsion turbines for marine use to equal the horsepower of all the turbines it produced for all purposes in the preceding 40 years. If its turbine manufacturing facilities were placed under one roof, a building nine miles long and 80 feet wide would be needed.

**Eastman Kodak** has developed a new tank pump or incendiary bomb fighter with a five-gallon storage tank, thus eliminating use of pails. It is built almost entirely of wood and plastic Tenite with synthetic hose ★ **Schenley Distillers** distributed a bonus of \$200,000 to employees, including those in armed forces, in war bonds ★ Street lights in Los Angeles are dimmed by weatherproof black paper hoods made by **Standard Paper Box Co.**, of Los Angeles ★ **General Motors** delivered around \$2,000,000,000

worth of war goods last year—deliveries in past two months were at a \$3,000,000,000 rate. Company employment in U. S. and Canada is getting close to 375,000 men and women.

**The Rust Engineering Co.**, Pittsburgh, undertook or completed \$100,000,000 worth of war construction in 1942. Mr. Rust says the big push in 1943 will be on industrial building such as synthetic rubber plants, steel making facilities and specialized alloy metal plants, needed to maintain effectiveness of arms-producing plants. When the **Bakewell Manufacturing Co.**, Los Angeles, received its "E" award, officials and employees gave up any idea of a special ceremony and contributed all money which would have been spent for a celebration to the Army and Navy relief fund.

**Swift and Co.** reserved \$4.40 per share or three and two-thirds times the regular annual dividend for tax payments—in the course of the year they increased capacity for canned meat from 2,000,000 to 8,000,000 pounds a week—produced 250,000,000 pounds of canned pork, 80 per cent of it for the Government.

**Soda pop** gas (carbon dioxide), the kind that makes beer or soda fizz, has become a most important war material. It is used to put out warplane fires on the ground or in the air; inflate rubber life rafts and Mae Wests; provide emergency power. Most planes are equipped with six or seven bottles. A five-pound cylinder will deliver 30,000 foot pounds of pressure in a few seconds. It is used on bomb bay doors, retractable landing gear and hydraulic brakes in case of necessity.

**Resistoflex Corp.**, New Jersey, is justifiably boasting that the most sensational of its 1942 achievements was providing **R.C.A.** with a general purpose rubber substitute that replaced rubber in 15 different applications ★ **Globe American**, Kokomo, Ind., the company that converted from Dutch Oven kitchen ranges to life boats, has upped its production from two a day in December, 1941, to 20 complete units at present—still growing ★ Since establishment of **Norfolk and Western Railway Co.** Employees' Relief Fund in 1917, the company has paid out \$14,222,798 in benefits. Expense of operation has cost \$3,101,031.

**Development** of plastics and synthetics continues in almost miraculous strides. **Rohm & Haas Co.**, Philadelphia, producers of Plexiglas, bullet-proof, transparent covering for plane cockpits, is also producing an insecticide to replace rotenone and pyrethrum; a coating for sheepskin coats to make them waterproof and resistant to gas and oil; an unbreakable plastic for use in mess kits ★ Adoption of **Hercules Powder Co.'s** formula for making smokeless powder from wood pulp will lower manufacturing cost in U. S. powder plants about \$20,000,000 in 1943 ★ **U. S. Steel's** plant expansion will cost \$700,000,000—one subsidiary recently made enough plates to build 7,000 tanks in one week—company's capacity will soon exceed more than combined units of Germany and Japan.





# SOLDIERS ON THE WINTER FRONT

**A** million veterans on the home front are in action in the

war against winter.

It's a war being fought by railroad men to keep the greatest traffic load in history rolling every minute of the day and night.

It means miles of snowsheds built through the mountains.

It means miles of detector fences to warn of snowslides.

It means mighty locomotives puffing behind great rotaries, or shoving steel-winged plows to fling drifts aside.

It means men braving the blizzard's bite to keep clear the thousands of switches — repair crews

standing ready to meet the threat of flood-swollen streams.

All this is an old story to railroad men — but it's a story that takes on new drama today.

For America depends on its railroads as never before, to keep its war factories humming, its armies fed and equipped around the world — at the same time that 130 million Americans at home are supplied with the food and fuel they must have.

Railroad men know the size of the job that rests on their shoulders. It's a job twice as big as it was before the world went to war.

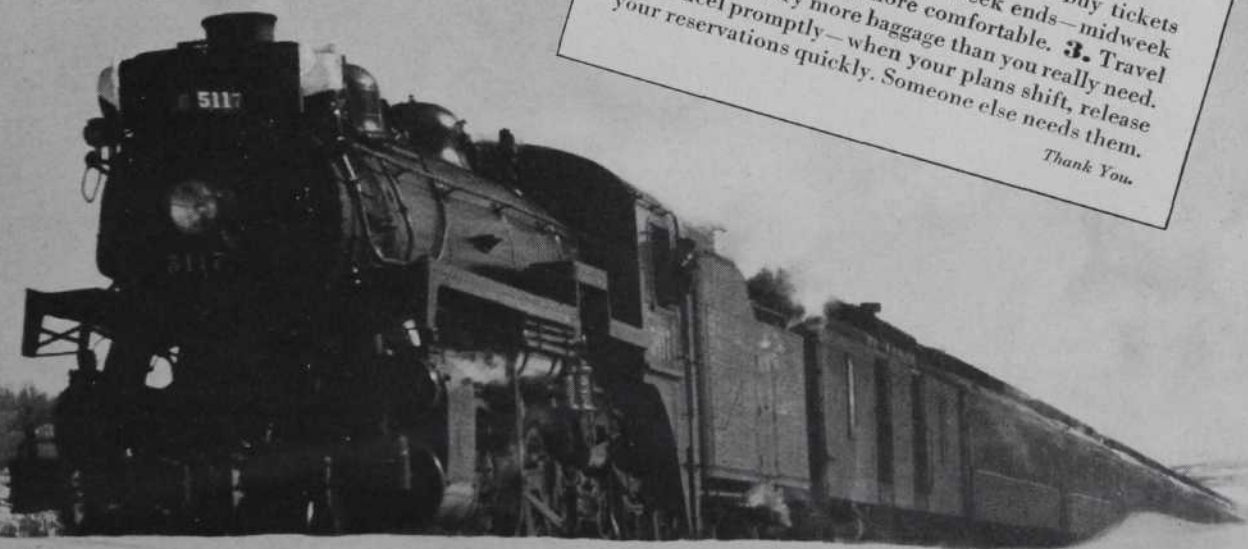
And they'll give it the best they've got, so long as they have an engine that will pull, a car that will roll, and a track to follow.

## HELP MAKE TRANSPORTATION GO ROUND

Passenger traffic has doubled in the last year. And the railroads want to carry everyone who must travel. So won't you do this to help?

- 1.** Plan early — make reservations and buy tickets as soon as you can.
- 2.** Avoid week ends — midweek travel is less crowded, more comfortable.
- 3.** Travel light — don't carry more baggage than you really need.
- 4.** Cancel promptly — when your plans shift, release your reservations quickly. Someone else needs them.

*Thank You.*



Association of  
**AMERICAN**



**RAILROADS**  
*Washington D.C.*



# Capital Scenes... and



## What's Behind Them

### Sunday dinners in 1943

ALONG about pumpkin time in 1943 we may be asking friends to come out to the house and split an egg with us. Sunday dinner may be a leg of chicken with a dab of butter on the biscuit. Liver and bacon may have the same rating in 1943 that *guinea hen au clochette* had in 1940.

Does that sound like a dream?

Men who should know say that it is a fairly sound idea. It is not a mathematical calculation because there are no mathematics in this international food business. It's the O.P.A. crossed with the W.P.A. No one can possibly be sure how much food we can produce in this country this year. No one even seems to be sure of how much food we now have in warehouses and on shelves. If any single authority agrees with himself he will be contradicted by other authorities. No one knows how far the Government plans to spread what food we have or may have.

### Lend-lease is only a label

LEND-LEASE has become merely a title, like the Congress of Vienna or the Treaty of Versailles. Perhaps it was never anything else, one hears on Capitol Hill. We

never lent or leased with the expectation of getting anything back. Maybe the taxpayer had some such idea, but on The Hill it was accepted that we would not want any borrower to return any worn-out goods to

us. Our Army could not afford to load up with old style guns—not in the present state of the world. It will have bigger and better weapons planned for the future. The Navy would not let any ally palm off some old rustbuckets on it. All the economists rise in a sweet chorus to state that, even if a borrowing power had the money, we could not afford to accept it.

### Share and share alike now

LEND-LEASE played a good part in keeping Britain on her feet while we were getting ready to fight. That phase—they say—has ended. For the immediate future, which has no visible termination so far as they can see, it will be share and share-alike. Everything we have will, within undefined limits, go into a common pool. Ships must go in, according to Admiral Jerry Land, who never hesitates to speak right out in meeting. The other administration heads mute their fiddles a little. No one



has objected to sharing our food with the British—nor with the Russians—but the idea of sharing with the Patagonians and the Papuans makes some gaggle a bit.

You will hear that gagging during the Seventy-eighth Congress. Americans have always been a free-handed nation. Even butter-fingered. We have given money in millions at times when other countries were nailing down first mortgages on national eyeballs. But we gave the money individually, through the Red Cross and various societies and associations. The State Department, the F.B.I., and probably the Dies committee have lists of such societies which existed mainly for the purpose of siphoning dough out of the suckers. That is a terribly mixed metaphor, but we'll let it stand.

### How about those world politics?

OUR Government never gave money away in the quantities it proposes now to give money, food, silk panties and limousines to needy peoples. No complaint is being voiced here. The men who point out these facts are merely pointing out facts. Heaven knows there are millions of desperately hungry people in the world. They point out other facts:

"Some of our leaders—Wallace, Berle, Stimson—talk of some kind of a super-international organization to keep the world peace when victory has been won."

If that organization, which will be weak as a withe unless it has force behind it, is to consist of the United States, Britain, and Russia, then there will be nothing new in it. Europe has been running its politics that way ever since pants were tied on the first Nazi caught in a trap. The question will rise; who is to be topdog? There will be three candidates. What will be the effect of American food in such an election? Will the hungry little nations for whom Americans feel such profound pity, be permitted to vote? If they are fed will they stay bought? Will we be interested in feeding them into a world state?

### Some questions will be asked

THIS may seem a cynical point of view, but it is in fact a watered down, pinky-colored, mildly sweetened version of the attitude of men on both sides the fence in the Seventy-eighth Congress. These men are afraid of the consequences if a Three Power Pact is to run the world. They do not believe the American people will want to take a one-third part of it. They say we cannot afford to go on sharing our groceries forever. That's what these men think. Maybe they are wrong. If the Nazis and Japs are invited into the World Power which is the alternative to the Three Power Pact, these men think the love

feast would break up in a fight. Men can be found in Congress—good men, learned men, seasoned men—who think the world may relapse into its age-old inefficiency when the war is over. The nations will go on bungling just as they always have.

"Now's the time to catch 'em, though," these cynics say. "While they're still hungry."

These reflections are of the thoughts of men who think that, when we get properly down to a share-and-share-alike, an-egg-a-week program, the people will ask questions about where the food is going. And why it is going. Maybe these men are wrong. They are sure we will not stint our giving for war purposes.

### Some of the grimmer facts

WE have sent to Russia all that we could send, but Russia's needs are so great that she is not satisfied.



"We do not doubt the good intentions of the Americans, but why do you not send us what we must have?"

There will be a famine in Russia before the next harvest comes in. Last winter more than 1,000,000 died of cold and starvation in Leningrad alone. Family heads often did not report deaths so that they could continue to use the dead person's food card. The corpse was tucked under a bed or hidden in a closet. In a temperature of anything you please below zero and no glass in the windows the body froze stiff. The Russian soldiers have magnificent winter clothing:

"Civilian overcoats are paper thin."

### Americans must satisfy Russia

NO ONE really knows Russia's actual military strength. Her recent victories made it seem possible that, in 1944, her armies might drive the Nazis off Russian soil and take Esthonia and Latvia:

"In that event she might go no further."

If Russia were to cease active operations, the task of the Allies would be infinitely more difficult. We are committed absolutely to the defeat of the Nazis on their home grounds. No compromise or promise will be accepted from them. The leaders of the Allies feel that safety from aggression in the future can only be assured if peace is made in Berlin after a deliberate and crushing progress through every German state. But Russia's military losses range between 5,000,000 and 6,000,000 men. The argument is that a well fed Russia would participate in an invasion of Germany. If the Bear were starving he might halt to lick his wounds. On the other hand a starving bear does not stop when he smells food and Germany is by comparison rich not only in food but in material properties. The Nazis taught the world just what total war can produce in loot as well as suffering.

### Another call for the food basket

THE 150,000,000 inhabitants of the conquered countries have been impressed by Russia's power:

"They do not worry about Russia's ideas. What they want is an assurance of



## ... and we made a Sapphire!

YOU'RE LOOKING at a sapphire being made in the incandescent heat of a specially designed furnace... a synthetic sapphire... better than the natural gem. It takes hours to grow one of these sapphire boules.

What's so wonderful about it? Sapphire is necessary for the security of this country. Out of this jewel stone are made hard, long-wearing bearings for precision instruments. The various precision devices of a modern battleship require more than 4,000 jewels; about 100 more are needed in fire-control mechanisms. Modern pursuit planes and bombers require up to 100 sapphire bearings in their instruments.

In 1940, this country was completely dependent upon Europe for sapphire jewels. The call went out for American-made sapphire to meet this nation's needs.

Because we at Linde are experienced in the production of gases and in the accurate control of high temperature gas flames, we volunteered to try to make sapphire. After two years of experimental research, we learned how to produce the high-purity raw materials needed and also how to make sapphire from those materials. Today, we make more synthetic sapphire than this country ever imported from Europe... enough to meet all industrial and military needs. Thus America need never again be dependent upon an outside source.

Right now, we make colorless sapphire because colorless jewels make harder bearings. No sapphire is available for anything but war production. In the future we stand ready to make ruby and other gem stone materials for the jewelry trade... and for you.

*This research development by The Linde Air Products Company is paralleled by other recent achievements of Electro Metallurgical Company, Carbide and Carbon Chemicals Corporation, and National Carbon Company, Inc.—all of which are Units of Union Carbide and Carbon Corporation.*

### THE LINDE AIR PRODUCTS COMPANY

Unit of Union Carbide and Carbon Corporation



GENERAL OFFICES: NEW YORK, N. Y.

Offices in Principal Cities



**HIS BEARINGS ARE RIGHT**—Chronometers, compasses, and other navigational aids must be rugged as well as precise. Sapphire bearings can "take it."



**FLYING JEWELS**—Pilots' lives and the success of their missions depend upon accurate instruments. Sapphire bearings assure continued accuracy.



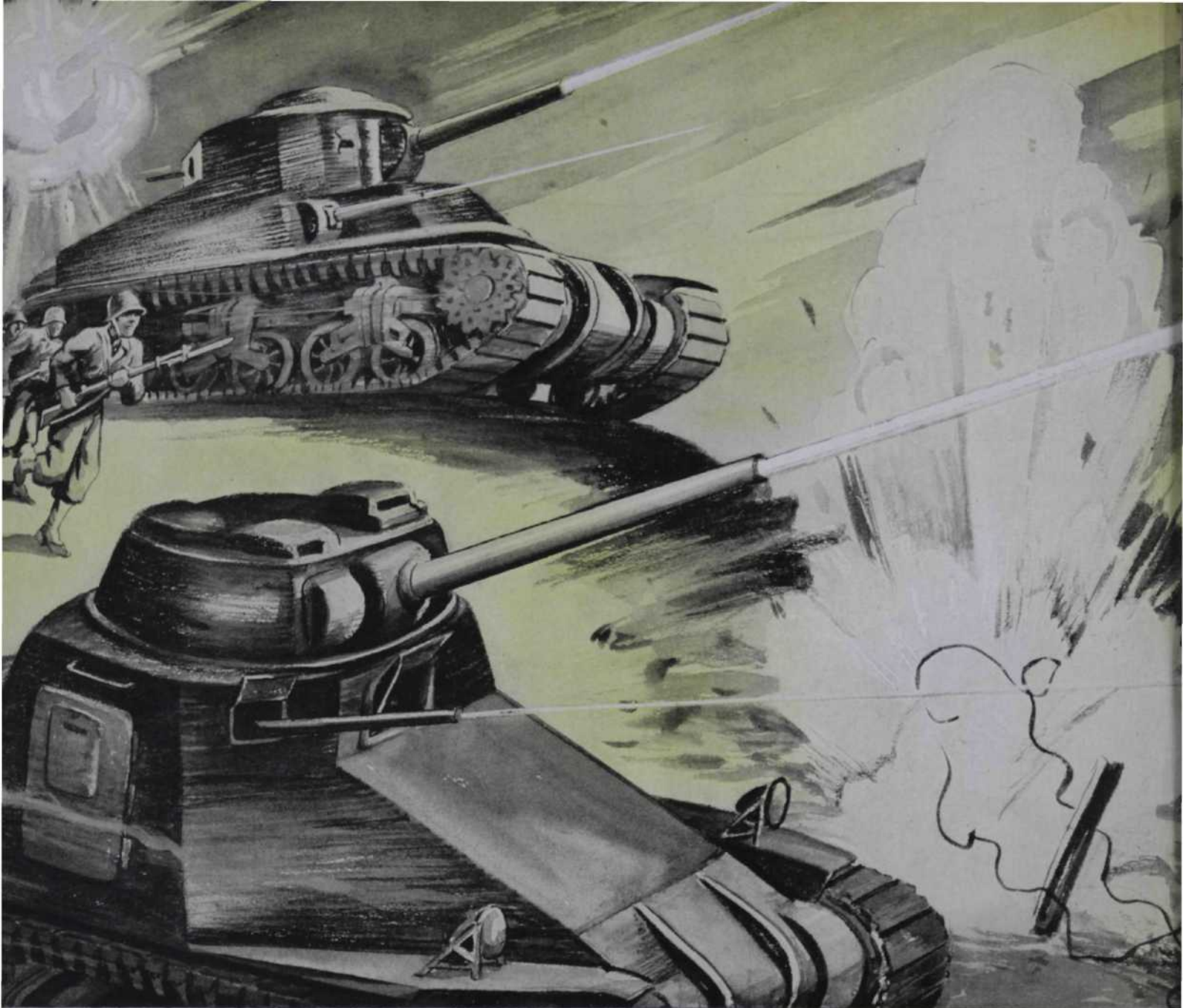
**LABORATORY WARRIORS**—Delicate balances, time instruments, and other important precision equipment of the research worker need sapphire jewels, too.



**YOURS IN THE FUTURE**—Flawless gems... such as rubies, sapphires, and spinel... made by this same Linde process... will be available for jewelry in the future.

BUY UNITED STATES WAR BONDS AND STAMPS





## A CASE OF MASS LEAD POISONING

The superior ability of American tanks to deal out sudden death has been vividly demonstrated on many fronts. The enemy has made much of tank warfare, so we're giving 'em tanks—more tanks—tanks of greater fire power with the speed and ability to take it. We will beat him at his own game.

Vital in the building of tanks are the forged parts; tough, stress resistant parts which must withstand violent impacts and shock loads in the most abusive service, as they travel at high speed over the roughest terrain.

Kropp Forge is proud of the volume of rugged forged parts which it is turning out for use in America's tanks, tank destroyers and other field equipment. Our production crews are working in endless shifts, but we have the will and the increased facilities to serve more builders of tanks, planes, ships, ordnance and machine tools with drop, upset and hammer forgings. Your inquiries are solicited.



Proudly we fly the Army and Navy "E" flag and star, awarded and re-awarded for excellence and proficiency in the production of war material.

### KROPP FORGE COMPANY

Makers of Drop, Upset and Hammer Forgings for Ships, Guns, Planes, Tanks, Ordnance and Machine Tools

World's Largest Job Forging Shop" (A)

51 W. Roosevelt Road, Chicago, Ill.

Engineering Representatives in Principal Cities



# KROPP



future safety. Because of the embargo on news they are unable to see the picture as a whole. They know little of what the other Allies have done. They do know that Russia has held a battle line 2,200 miles long against the most formidable army the world has ever seen."

The men who see these things are not concerned about Russia's ideologies. They think that, in fact, Russia is swinging away from internationalism and is moving somewhat to the right. They suggest that the pro-Soviet tendencies can best be checked by the full feeding of the little countries when they are freed. This is dictated by compassion, of course, as well as by political common sense. The food must come from America. No one else has it.

## Food stocks in Latin America

WE MUST build up food reserves—say these men—against the day of victory, because it will be also a day of world-wide need. Not much is to be hoped for from

the states of Latin America. Brazil can and will aid generously, but the present assumption is that a pro-German Argentine will favor Germany with wheat and beef. Opposition by the Allies would have a

bad political effect just as we are beginning to be recognized as a good neighbor. The long standing antagonism in some of the Latin Americas to the United States would flare up again. Meanwhile several of the smaller L-A states are asking for provender. They have never produced more food than is needed for their immediate needs because they have lacked export markets. Their money crops have been coffee, oil, gold, asphalt, mahogany and the like.

## Our food called for everywhere

THESE are merely some of the high lights of the food situation. England is setting a better table than at any time since the war began, thanks largely to our lend-lease shipments. The "point" system, on which we are embarking, only came into being in England when American canned goods and milk and eggs and cheese could be added to the basic ration of the coupon books. General Eisenhower has called for food as a means of keeping the natives friendly in North Africa. More food in India will help soothe the political situation. China is in desperate need. American food is being sent into starving Greece on the ships of neutral Sweden. In Sweden the food allowance has been cut to a practical minimum. Mexico is importing food. The scattered items of the British empire are sending home what they can but they are hampered by the shipping situation.

## Wolves still prowl

THE submarine wolves have to some extent withdrawn from the American coasts to attack the Europe bound convoys—with slight success—but they are also operating in distant waters. It is essential to note that the Allied shipping is in fact

pooled and that shipping losses cripple all the Allies alike.

Admiral Land has stated that we are building cargo ships faster than we are losing them, but that does not mean that the situation is satisfactory. The Nazis have an estimated 400 submarines and are probably building 25 a month. It may be stated on authority that facts do not bear out the often-told stories of slackening morale in the U-boat crews. Meanwhile our need of shipping is increasing. We are launching destroyers and many other types of sub-killers and there is no room for doubt that, in a relatively brief time, we will be more than holding our own. In plain words that means we will be able to ship more food.

## Growing army must be fed

MILITARY men maintain that an army of 7,500,000 men must be in service to do what must be done. Exact information is not to be revealed but it is evident that, as soon as a force of sufficient size has been placed in Europe for the projected invasion of Germany, an equally large force will be sent to open the Jap oyster. This operation will depend on the shipping situation. Operations in Europe will be given first place:

"China is pretty sore about the way she has been given the run-around. This has been made plain."

There is a pro-a-war-with-Japan-first faction in Congress that will be heard from. That's all. Merely heard from. But, by the end of the year, the Army and Navy will together number not less than 9,000,000 men. A soldier eats more than a civilian, the waste in camp kitchens is prodigious and there are inevitable losses through ship sinkings and in the field. It is perhaps not an exaggeration to say that 9,000,000 armed men will need as much food as 18,000,000 civilians.

Add that to the food problem.

## Gardens in your own yard

A FORESIGHTED man ploughed up three acres near Washington in which to plant garden sass. He could hire no gardeners. He tried to get his friends to garden in his rich, free land:

"No gas."

The neighborhood boys would not bite on either a money or a share-the-crop bait. They said they were going to make up gangs and work on farms this summer. Sleep in haymows. Play ukuleles in the moonlight.

Lots of fun.

Can you use three acres of good land?

## Not to forget Puerto Rico

OVER in Puerto Rico, which is, after all, our own island, there is a bad food shortage. It may grow into a famine if we do not send food. Thirty thousand tons a month is not a great deal, perhaps, placed against the world needs which we know of, but 30,000 tons is quite a jag of food at that. Governor Rexford Guy Tugwell is uplifting with might and main in Puerto

Rico but the islanders are contumaciously hungry.

## Plans are being made

THERE is no fear of a general crop failure. The country is too big and too diversified. It is likely that some of 1942's crop losses through manpower shortage will be countered by the use of the Army in harvesting certain crops. More care will be used in inducting farm hands and, if the Army heads will agree, some now in uniform will be furloughed to work their own lands.

Community kitchens are being considered, especially for employees in war-production plants, and it is certain that, when the pinch in food begins to be really serious, hard working men will be given an extra ration allowance. When the point system goes into operation it will automatically do away with fixed price meals. Waste in restaurant kitchens will be an invitation to the rationing authorities to shut their doors. A committee of scientists has been at work devising substitute foods. The chances are that most of them will go overseas. We're just beginning. Some vague talk is heard of subsidizing home-canning.

## Bread crumbs in sausage

AMERICANS do not like the standard British sausage. It is soft, soppy, and stuffed with bread crumbs or some other artificial aid. The British thought it was grand. When we began to send our lend-lease sausage to them, made of nothing but pork, the proud British stomach rebelled:

"'Orrible," they said.

Little by little they found out how good it is and the sale of American sausage meat in cans has shot up like a rocket. Now it looks as though the American sausage they will get will be propped with soy beans or something like it. They will not like it. Neither will we.

## We've lived like lords

A KANSAS CITY steak, seared outside and pink within, is too good to set before a king. In no other country is a cookery column a feature in every newspaper big enough to have a managing editor. With pictures. The food ads in the magazines are the admiration of all foreigners. We take them for granted. Not so long ago department stores were conducting cooking schools. Women have gotten rich lecturing to housewives on how to fry eggs. The French may have it on us a little in gastronomic ritual but no country in the world ever put so much food on its tables. Irvin Cobb's daughter once reported on the new neighbors:

"They are fine folks," she said. "Their garbage is swell."

Better clip this paragraph and read it again in 1944.

Herbert Corey





# The Acme in Personnel Relations

**HOW** one company builds good will among its men who march to war. "Money from Home"—with letters—helps morale all around.

**A** SINCERE feeling that, unless industry gives until it hurts to the men who are giving their all, victory will be needlessly delayed, has guided the Acme Steel Company of Chicago into a farseeing employee relations program.

The company, whose 3,500 employees are engaged in war work, instituted the program months before Pearl Harbor with many purposes in mind—to win the war, to win *after* the war, to build a consuming interest in the company among both those who man the machines and those who man the guns.

Employees, including women who join the armed forces, are given leaves of absence until their return. Their seniority accrues just as if they were actually on the job.

As soon as his military address is learned, the employee's name is placed on the list to receive *Acme News*, company publication.

Last Christmas, checks were mailed to all those who would have been entitled to the bonus had they remained in civilian life.

Annual vacation checks (for the year in which the employees entered the service) are also mailed. Premiums on group life insurance policies are remitted.

When the wage increase for hourly-paid employees in the steel industry was announced last August, the company promptly included the so-called white-collar employees and made the increase retroactive from February 1, 1942. Men in the service who had been working for the company after February 1 received checks for their pro rata share along with those on the job. With each check went a personal letter from the works manager. The company, since



Private Frank J. Wisniewski has a new machine but he is still a part of Acme's organization

conscription began, has designated certain employees to answer personally all mail written by former employees in the Army.

Among other company-encouraged promotions was a "cigarette dance," designed to raise money to send a carton of fags to every man in the service. This was an overwhelming success.

## They like it

LETTERS from men in service indicate that the program is paying dividends.

Time and again, these men write that the policy makes them want to fight harder to protect a country in which such employers can flourish. One or two have said they "hope to prove worthy of the sacrifices" their steel-working buddies are making.

From the Solomons, Africa, Ireland and Alaska come such letters as these:

This is a voice from out of the Southland. Without any shame, I'll admit the voice is dry but tonight will take care of that. I received my vacation check last week and the boys all send their thanks. It seems like everyone had a date and no money the day I got it. I was tapped for 23 bucks before I could get off of the base. It's a rugged life....

I want to thank you for the vacation check. I was actually broke when your wel-

come letter arrived. We do not get paid very regularly in this man's army. Thanks a million. I will use the money to a very good advantage, you can bet your life on that....

Received *Acme News* and sure was glad.... You can tell the boss his band is in the lead on boxes and crates here by a good margin, and I sure check the names on the bands. This is a plug for Acme Steel. The band makes good hinges after it gets to this Pacific Island....

These are really gestures beyond the full realization of duty. Acme has my thanks and I am sure all the other fellows in the field feel the same.

Virtually all of the letters mention the fact that the former employees watch the steel bands that bind their ammunition, food, clothing and other materials and determine that much of it is Acme Steel strapping.

C. S. Traer, company president, says he hopes these ideas are not "new to the industrial field."

"We hope that every industry is treating its employees the same way. If so, we can be sure of the morale of all our soldiers and sailors, the morale of our employees and the future loyalty of both to our system of private enterprise and the American way of doing business."

The company, its employees and the nation benefit from these policies, which encourage employees still on the job to work harder, help them feel more secure.

Acme employees buy more war bonds, give freely to worthy war causes, think twice before making a move that would slow down vital war-work—all because the company proves to their satisfaction that it appreciates the men who go to war and "produce" for Uncle Sam in battle.

There are messages every week from men stationed in every part of the world. All express gratitude for the unexpected "dough" that is sent, for the company publication and for the thoughtfulness of Acme management. And with one accord, the soldiers reveal their inspiration to fight harder because they are remembered "back home."





*Another Story of* **W.E.S.** *at Work*

## **WESTINGHOUSE** **ENGINEERING** **SERVICE**

A nationwide corps of engineers offers you electrical and production experience gained through years of working with your industry.

In addition to engineering help on specific power problems, these men can give you assistance on these vitally important activities:

**Product development:** engineering of equipment to meet war requirements.

**Maintenance:** help in making existing equipment serve better, last longer.

**Rehabilitation:** redesigning and rebuilding obsolete equipment.

**Material substitution:** adapting available replacements for critical materials.

W.E.S. is available to *all* industries. Put it to use today on your production problems.



## **1260-mile pipe line delivers** **eight oil products "end-to-end"**

A vital new link in America's war-time transportation system extends across the hills and plains of six states. It's the world's largest product pipe line—from Baton Rouge, Louisiana to Greensboro, North Carolina.

Its delivery job involves the most complex operation of any line ever built. Through the single pipe, *eight* different kinds of refined petroleum flow "end-to-end" at one time—several grades of gasoline, kerosene, diesel fuel, heating oil.

While the project was still on paper, Westinghouse engineers were called in. Working with pipe line engineers, equipment manufacturers and power companies, Westinghouse planned and supervised installation of the complete electrical system and co-ordinated it with power supply, pumps and hydraulic controls.

The largest explosion-resisting motors ever built were designed by Westinghouse to handle safely the hazardous products transported through this line. Today, successive shipments are flowing "end-to-end" on exacting schedules, to delivery points throughout the war-busy Southeast.

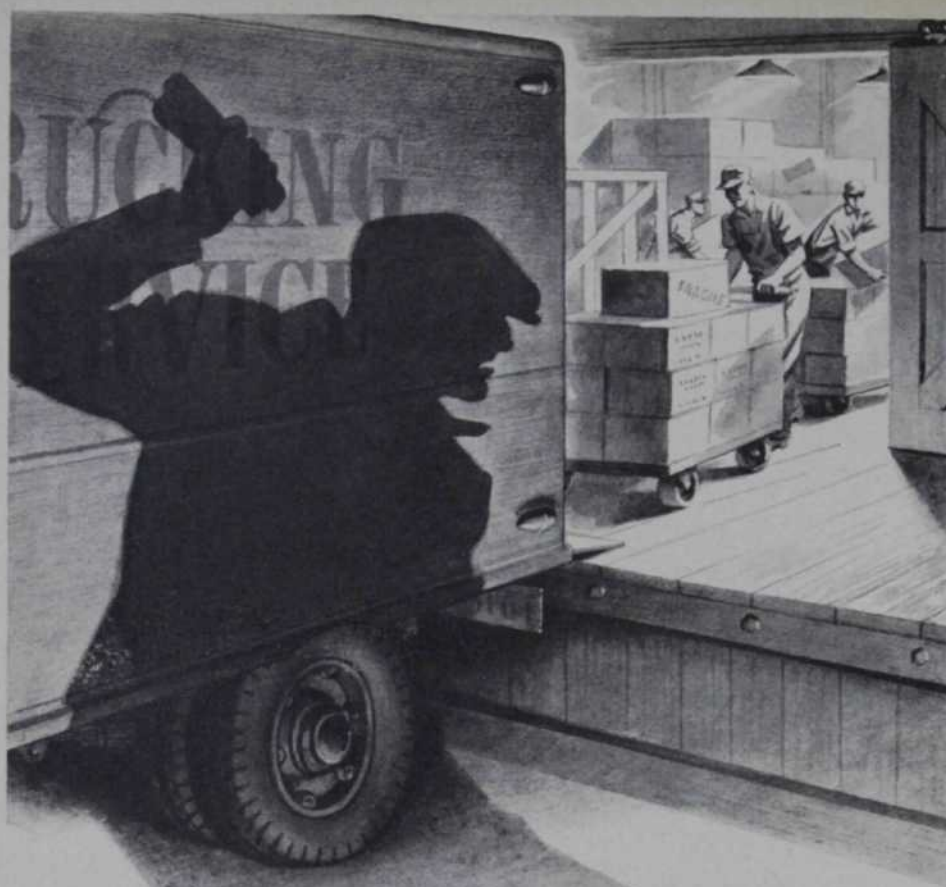
In industry after industry, Westinghouse engineers have co-operated with customer engineers to solve difficult problems in practical ways. Phone your nearest Westinghouse office for help on any problem involving the application of power. Westinghouse Electric & Mfg. Company, East Pittsburgh, Pa.

J-91006

# Westinghouse

PLANTS IN 25 CITIES . . . OFFICES EVERYWHERE





## Your Shipping Room May Be a Saboteur's Target!

■ At this very moment, war products which your plant turns out may be in serious peril. A saboteur may lurk in your shipping room . . . a dangerous enemy that can destroy war products before they reach our fighting men!

That saboteur is commonly known as Defective Packing Protection. It's a saboteur you can defeat with the help of KIMPAK\*—the remarkable protective material that does much to assure the safe delivery of war products. With KIMPAK-protection, they are cushioned from jolts, jars and rough handling in transit . . . for KIMPAK combines softness with resiliency. Breakage, chipping and chafing are well-guarded against. And

because KIMPAK is 100% grit-free, highly polished surfaces are shielded against scratches, press markings and "burning". . . . If your war product must be protected against moisture, there's a special *moisture-resistant* KIMPAK to do the job. And if leakage from glass containers is your problem, there's a KIMPAK that can absorb 16 times its own weight in liquids!

Manufacturers of metal, plastic, wood and glass war products are finding KIMPAK the right answer to their packing protection problems. Whether your war product is as large as a bomber's wing or as small as a wrist pin, KIMPAK can serve you, too! Write for details today.

PACK WITH  
**Kimpak**  
REG. U. S. PAT. OFF. & TRADE-MARK  
CREPE WADDING

\*KIMPAK (trade-mark) means Kimberly-Clark Wadding



Kimberly-Clark Corporation  
Established 1872 NB-243  
Creped Wadding Division  
Neenah, Wisconsin  
Send full information about KIMPAK.

Name.....  
Company.....  
Address.....  
City..... State.....

## Priorities for Clean Shirts?

**F**EW PERSONS can make themselves believe that the war has anything to do with a clean shirt. But the laundry owners know the day is fast approaching when their customers can't have a clean shirt every day unless they have a drawer full in reserve.

Laundry owners are liquidating in astonishing numbers despite a tremendous increase in business volume. Manpower and worn out equipment are the bane of their existence.

Here is the labor situation as seen through a laundryman's eyes. Nature of the work requires employment of women workers at low pay. Even so, labor pay roll takes from 50 to 60 cents of every sales dollar. Stabilization of wages and ceiling prices prevent wage increases even if operators could pay it. As a result, laundry girls are leaving to take jobs in higher paid industries—either in war industries or as substitutes in industries that have been stripped of their normal labor supply. Many married women are also leaving their jobs to remain at home because their husbands are receiving high pay.

Even if there were no ceiling, it would be impossible for laundry owners to raise prices beyond a certain level because housewives would do their washing at home. In the past, laundryowners could only increase profits by lowering costs. Today they can't do that. Inefficient help is the first drawback. Raw materials or supplies are high—soap, for example, is at least 50 per cent higher. Fuel and bleaches have gone up. Equipment is being "forced" to the utmost because of increased volume.

In some eastern cities, route men are limited to two new customers a week because laundry capacity is already overtaxed. Some laundries have already eliminated finished service.

Concentration or extra shifts offer no solution. If several laundries in each city were closed, those remaining could not handle the business.

Owners are asking for financial relief through modification of Social Security tax payments. Two cents out of every sales dollar goes to this fund—much higher than most other industries. Since the major portion of Social Security taxes is for Unemployment Compensation and the laundry industry has a most stable employment record, the owners think they are being unduly penalized.

It is not difficult to find reasons for classifying laundries as essential industry. Hotels, hospitals and other public institutions depend upon the service they render. They are necessary for gas decontamination purposes. They do laundering for armed forces and release thousands of women for war industry by relieving each one of them of a full day of washing and ironing every week. Owners feel that, despite their present problems, some way will be found to minimize their difficulties and the industry will be permitted to use its full ability to aid the war effort.



## 5 WAYS TO GET

# a jolt in the Pocketbook

... as shown by actual cases from U. S. F. & G. files



## SLIPS ON ICE, SUES FOR \$10,000

It was only a small patch of ice on the sidewalk, but Mrs. \_\_\_\_\_ of New York State valued her injuries at \$10,000 when she slipped. It would have meant financial loss and courtroom headaches for the property owner, but thanks to a public liability policy with U. S. F. & G. the owner was protected and relieved of trouble and expense. You may get a jolt if someone is injured on your premises and sues you for damages.



## PLATE GLASS WINDOW SMASHED BY CAR

The shopkeeper wasn't pleased to have an automobile in his display window . . . because it had skidded in, out of control. But within 24 hours U. S. F. & G. had replaced the broken . . . but insured . . . glass. The life of display windows averages 8 years, and the cost of plate glass has been rising. You may get a jolt if your plate glass windows are smashed . . . and not insured.



## ONE BURGLARY CAUSES 30 CLAIMS

Pity the poor tailor! Not only was his shop burglarized, but he was faced with 30 irate customers demanding full value for their stolen clothes. Fortunately his burglary insurance with U. S. F. & G. paid all of the claims. Today, with crime on the increase, you may get a jolt in the pocketbook unless you are adequately insured against burglary, robbery and similar hazards.



## HOW SHIPPING CLERK EMBEZZLED \$34,500

When a shipping clerk turned salesman, stealing merchandise and selling it, he cleared \$34,500. His employers were only partially covered, having failed to take the amount of fidelity insurance recommended by their U. S. F. & G. agent. So the partly insured employers had to assume a large portion of the loss. If war is making you use new and untried workers, you may get a jolt unless you review your insurance in the light of today's conditions.



## INJURED BY EXPLODING BOTTLE

Just three days after he mailed his U. S. F. & G. agent a check for the premium on a new \$10,000 accident and health policy, a ginger ale bottle exploded, completely blinding the insured in one eye. The U. S. F. & G. paid the claim. You may get a jolt from injury or illness unless you carry adequate accident and health insurance.

## Consult your Insurance Agent or Broker—as you would your Doctor or Lawyer

To help you avoid serious financial jolts, your local U. S. F. & G. agent places at your disposal knowledge of insurance and how to use it—plus on-the-spot service in the payment of losses. He will be glad to make a Graphic Audit of your present insurance program—to help you guard against wartime risks which make an insurance audit imperative. Your U. S. F. & G. agent is one of thousands serving communities great and small throughout the United States, its possessions, and Canada. Consult him today.

# U.S.F. & G.

UNITED STATES FIDELITY & GUARANTY CO.  
and its affiliate,  
FIDELITY & GUARANTY FIRE CORPORATION

Home Office  Baltimore, Md.



## A New Kind of Money

(Continued from page 21)

Green coffee jobbers will *not* open ration bank accounts; but coffee roasters, primary distributors of sugar, and wholesalers of coffee and sugar are among those who *must* open them.

For the present, industrial and institutional users of rationed foods are *not* allowed to open ration bank accounts, but retailers who own only one store and whose gross food sales in December were less than \$5,000 *may* open them if they wish.

### Those with no bank accounts

O.P.A. estimates that about 75 per cent of the nation's small food stores will be exempt from compulsory ration banking. This does not mean that they will not be able to deal in rationed goods. In general, a store that does not already have a regular checking account at a commercial bank will not have much need for ration banking and so will continue turning its stamps and coupons over to its regular sources of supply.

If you are among those required or permitted to open a ration bank account and if you already have an ordinary checking account, your banker will tell

taken this work in the public service, acting as agents of the O.P.A.

To open a ration bank account at a bank where he is not known, the business man must provide identification. O.P.A. requires this. He must fill out a signature card in duplicate or triplicate, as the bank may require, and it must show the signatures of all who are authorized to sign ration checks for the business concerned. In the case of corporations, partnerships, or associations, proper legal papers authorizing the signatures must also be supplied. It will be wise to make these broad enough to cover any commodities likely to be rationed in the future.

Where more than one rationed commodity is dealt in, a separate ration bank account must be opened for each, as for sugar and coffee. Owners of more than one establishment may open as many separate accounts as necessary but in no case may a single establishment open more than one ration account for the same commodity.

If an applicant is doing business under a fictitious name and style, the bank, if customary or required in the case of dollar accounts, must obtain a certificate of doing business under that name

erly affixed; no altered ration checks or certificates; no sheets of stamps, certificates, or ration checks which have not been properly endorsed; and no coffee purchase warrants.

All stamps with the same markings and of the same period must be pasted on special O.P.A. gummed sheets obtainable from the bank. Different series of stamps must be put on separate sheets. A sheet need not be completely filled to be deposited. Each sheet must carry the depositor's name.

Banks may accept mutilated stamps or coupons if the identity and validity can be determined. Depositors must not cancel stamps or coupons in any way.

Stamps for all rationed foods must be deposited within 20 days from the last date of their validity. Ration certificates issued before January 27, 1943, must be deposited within 60 days thereafter, or within 30 days after their last endorsement, whichever is later, provided there are no more than 30 days between any two consecutive endorsements. Ration certificates issued on or after January 27 must be deposited within 80 days of their issuance, or 20 days after their date of expiration, whichever may appear on the face of the certificate. These certificates may not be endorsed.

### Beware of overdrafts

RATION checks may be deposited only in the payee's ration bank account and are not transferable by endorsement. However, if a non-depositor receives a ration check, he must endorse it and present it to his local War Price and Rationing Board for exchange for a certificate.

Ration checks may be deposited, even though drawn against an account in another bank; but no such check will be accepted for credit or clearance if it bears any alteration, erasure, omission, irregularity, or improper endorsement.

Ration deposit slips or tickets are made out in duplicate. One of them—since no pass books are used—is stamped, initialed and returned to the depositor.

Excepting sheets of stamps or coupons originating with the depositor, all items deposited must be endorsed.

When buying rationed commodities, the dealer having a ration bank account must draw a check against that account in favor of his supplier. This check performs the same function previously accomplished by handing over ration stamps or certificates. O.P.A. cautions depositors against overdrafts and against post-dating checks:

"An overdraft or a post-dated check is a serious federal offense."

Checks may not be drawn in pencil. Ink, typewriter or checkwriter may be used. Any spoiled ration checks must be kept. Loss of a signed check should be immediately reported to the bank. A depositor who may be required to surrender ration credits to his local rationing board should make such surrender in the form of a certified check drawn against his ration bank account. A ration bank account may be closed only with O.P.A.'s permission. When a business is transferred or dissolved, the



Ration banking utilizes the know-how of commercial banks in gathering and recording coupons used in distribution

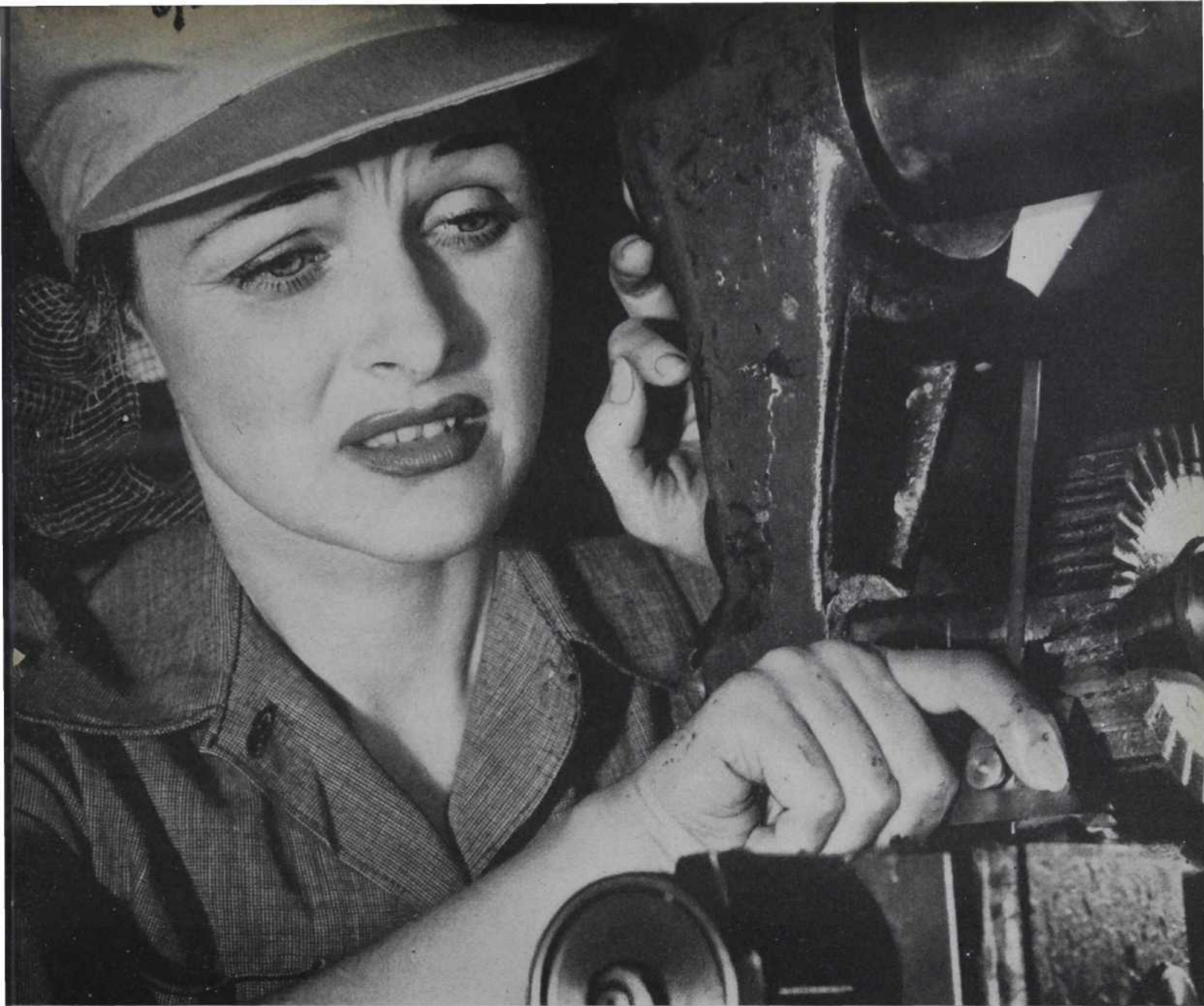
you how to open a ration bank account with him. If you want to open an account, but have no regular bank account, go to any convenient commercial bank.

No charge is made for opening an account as O.P.A. will reimburse the banks for actual expenses, on a non-profit basis. Not all banks may break even on this but, as a group, they have under-

and style, unless such a certificate already is on file with the bank.

Once a ration bank account is opened, the business must deposit in it all evidences of sale of rationed goods which it receives. But it is important to note that the bank will accept for deposit only current stamps, coupons, or certificates. It will take no sheets on which the stamps or coupons have not been prop-





## ***Watch it, sister... it bites!***

**T**HAT BIG-TOOTHED milling cutter you are operating can chew your hands a lot faster than it eats steel. Give it an instant's chance and it will put you off the war production line for keeps.

Workers get hurt when they get careless—or *when their eyes let them down*. Defective vision causes far too many accidents and far too much lost time.

70 percent of all the people over twenty-one have defects of vision. At least 98 percent of these have defects that can be corrected by modern ophthalmic science. Yet the majority of them either do not realize that their eyesight is bad or just let it slide.

Those are the folks who misjudge distances...whose eyes tire rapidly, flicker and mist...whose nerves can't take an eight-hour day...who ruin material, slow up the pace, are sent to the hospital.

Where do you stand? If you haven't had your eyes

examined lately you don't know. For your own sake and for the sake of your country's survival in a world at war, find out!

Go to one of the reputable, competent eyesight specialists in your community. It is folly to take chances. Assure yourself of the most exacting professional services and technical skills to safeguard the one pair of eyes to see you through a lifetime.

Sharpen your vision for safety and for victory.



BETTER VISION INSTITUTE, INC. • 630 FIFTH AVENUE • NEW YORK

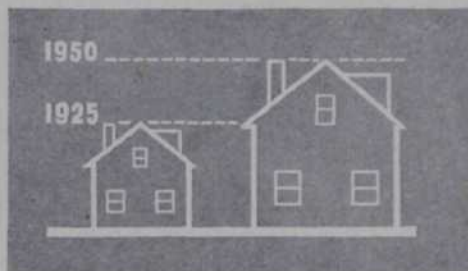


## POST-WAR HOUSING

### Greater than the 1925 boom

Leading economists, government research agencies and large companies now drawing up postwar plans say that—for the decade following Victory—U. S. may build as many as 1,500,000 new homes per year . . . *Comparison:* Best year in building history, 1925, produced 937,000 new housing units—so this prediction looks forward to 10 years that should be 60% better than the 1925 boom.

Reasons are twofold: (1) tremendous backlog of demand being built up by wartime restrictions on



housing; (2) emergence of *engineered housing*, which produces better homes for less money.

### Engineered housing

Outstanding example of engineered housing is Homasote Company's Precision-Built System of Prefabrication. This is *decentralized* prefabrication developed over a period of seven years—and at a research cost of over \$300,000 . . . Note word "decentralized"—Homasote avoids uneconomical transportation costs by franchising local prefabricators to use its system. Thus it works, with and for, not against, the established local factors in building . . . Second advantage of Homasote system is *flexibility*. It builds all sizes and styles of homes—



a four-room war worker's bungalow or a 20-room mansion—and every Homasote Home may be demountable (providing movability if neighborhood deteriorates and expansibility if family grows) . . . Proved in \$6,000,000 worth of private homes and \$24,000,000 worth of government war housing, Homasote Precision-Built Construction will—after present emergency—open up new markets; low-cost housing, employee housing, realty developments in all price classes, etc.

For more details, write

HOMASOTE COMPANY, Trenton, New Jersey

**HOMASOTE**  
*Precision-Built*  
**HOMES**

local War Price and Rationing Board will advise as to procedure.

A depositor who uses a facsimile signature or signatures on his dollar checks may also do so on his ration checks, provided a proper agreement is reached with the bank. The owner of a ration bank account obtains his supply of checks from the bank.

Here is how ration banking works:

A grocer with a ration bank account orders a shipment of sugar, accompanying his order with a ration check drawn against his ration bank account in favor of the sugar wholesaler. The latter ships the sugar, billing the grocer for the dollar value as usual. The wholesaler then endorses and deposits the grocer's ration check in his own ration bank account. Through the bank clearing process, the check eventually finds its way back to the grocer's bank, and is charged to his ration account. This system is much less cumbersome than the present one of sending stamps and certificates from place to place.

Those who have ration bank accounts are required by law to keep for two years: All duplicate ration deposit slips and any notices of error received from the ration bank; a ration check stub for each ration check drawn; all ration bank statements, which are to be made by the bank at least quarterly, unless the account has been overdrawn within a

statement period; all cancelled ration checks; all spoiled checks; and any other checks which may have been returned for any reason. All these must be kept available for O.P.A. inspection.

A bank's ration banking records are confidential, except that they are subject to inspection by bank examiners. They may be inspected or removed by the Department of Justice, the O.P.A., or such other persons as the O.P.A. may designate.

The introduction of point rationing for processed foods and, later, other commodities will make no difference in ration banking procedure. Under point rationing, each different stamp or coupon has a different purchasing power at the store, but deposits and withdrawals of "point" coupons from ration bank accounts are in terms of stamps or coupons rather than of points. Under the present rationing system, a storekeeper must open an account for sugar and a separate one for coffee. But, when point rationing of processed foods starts, instead of separate accounts for canned peas, bottled fruits, and dried foods, there will be only a single additional account, a "point rationing" account.

Ration banking makes possible smoother and speedier functioning of rationing. There should be a very material economic saving for the war effort as a whole.

## BELL RINGER



### Business Teams with Doctors

Cross eyed children are fascinated by this eye-muscle exercising device. By changing the angle of the two tubes and inserting different cards in the holders, the children can see birds jumping in and out of cages, two halves of a picture fuse into one, and three-dimensional effects. The instrument is described by the American Optical Co. as a means whereby a non-seeing squinting eye is trained to take its share in vision.



### *Machines for Calculating, Adding and Accounting*



# Puerto Rico: Test Tube for Reform

By CHARLES B. SALZER

*"We have not come to make war upon the people of a country that has been oppressed, but, on the contrary, to bring you protection . . . to promote your prosperity . . . to bestow upon you the immunities and blessings of the liberal institutions of our Government . . ."*

**T**HIS message was part of a proclamation issued July 28, 1898, by Gen. Nelson A. Miles to the inhabitants of Puerto Rico, which he had captured three days before. Today we are still having trouble making good on that promise.

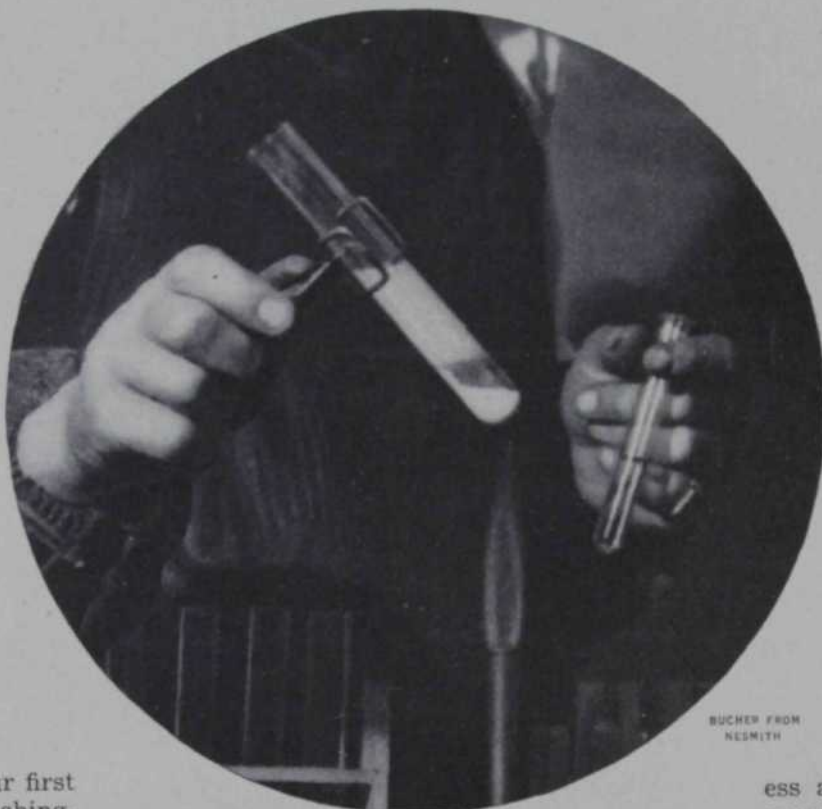
Puerto Rico is one of our first sea possessions to feel Washington's good hand of fellowship. Why is it one of the major items on the Congressional calendar today? Is it possible that we have not been good planners for little countries under our control, although our leaders are making grandiose plans for the big countries that are slated to fall to us in war?

Puerto Rico has been a problem to Washington ever since we took it from the Spaniards, but it's a greater problem today than ever. We must keep it secure because it has inestimable military value. The military authorities, however, aside from spending \$350,000,000 more or less in the past two years to make it the sentinel of the Caribbean (hence of the Panama Canal), have little to do with the real problem of Puerto Rico, which is a recurring one in war or peace.

What has been happening down there lately, aside from the military developments, has caused thoughtful Americans to ponder these questions:

1. How much is Puerto Rico costing us—and is it worth the cost, leaving out military considerations? (After all, we have bases on other islands that present us with no huge bills in peace.)

2. Is it likely that, as we take other nations and put our "blueprint of democ-



BUCHER FROM  
NEWMITH

**WHILE political theorists draw up blueprints for world-wide post-war economy, natives of one of our island possessions learn that planning brings little it promises**

racy" upon them, we will make as many blunders as we have made in Puerto Rico?

3. Are the current "reforms" there likely to be followed in the U. S. when (and if) they prove workable, or popular?

Because the island has had a long series of unemployment, housing and subsistence problems, the Administration sent down a former Columbia University professor, Dr. Rexford Guy Tugwell, whose experience in Government circles since 1932 has been colorful and checkered.

Dr. Tugwell went to Puerto Rico determined to ease the island's social and economic problems. The people there, in general, tired of the *status quo* which, strictly speaking, has meant a great deal of turmoil for years, were willing to listen. They had elected a new political faction, the *Popular*

party, to power and it was with a one-vote majority in the Senate that Dr. Tugwell put through "must" legislation designed to carry out his theories.

First on the schedule was the passage of the Land Law of Puerto Rico. This enabled the insular Government to take over large holdings merely by making a token payment in court. An ancient law permitting the Government to take over all corporation-owned lands in excess of 500 acres already was on the books. But the new Governor wanted to make this process

apply also to farms of 500 acres or more owned by partnerships and trusts. Dr. Tugwell apparently is convinced that ownership of land brings many evils. In a report to Secretary of the Interior Harold Ickes, whose department exercises most control over the island, he wrote:

Everyone familiar with American agriculture must know that the most hazardous situation possible to a man of family is to have the fee simple ownership of land.

A second "must" piece of legislation put through hurriedly in Puerto Rico designated all sugar mills as "public utilities," subject to all the rules, regulations and restraints exercised on power and light companies, railroads, and water companies.

The "must" program further revolutionizes the set-up in the island. It sets up a series of authorities, financed with public funds, which have the power to acquire and operate all forms of transportation, communications, water resources and any type of business imaginable. First, there's a Planning, Utilization and Zoning Board (PUZB), which will decide where and when and how any public body will make public improvements in the island. It's headed by a former geography professor in a Puerto Rican high school.

Next on the program was a Develop-





More power to the steel industry, to their metallurgists and production men, for the new steels and their new capabilities.

They are talking our language.

Industry's postwar responsibility for making civilian jobs will have to be met head-on with all the capabilities of all the materials at our command.

No matter how much we might wish it, Alcoa Aluminum can never be best for everything. There are lots of things the new steels do better than Alcoa Aluminum can. And, with much emphasis we say: *Vice versa*. We also see spots where aluminum and steel together are the answer.

The real hope of making jobs, i.e., of America having

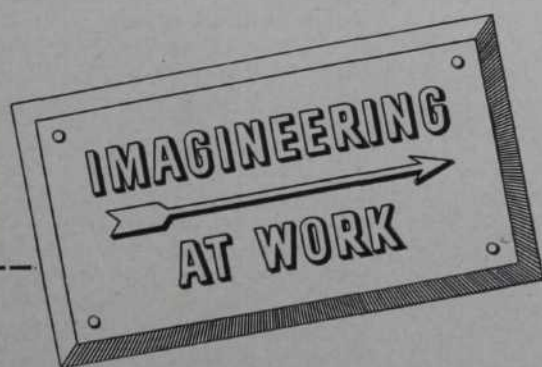
a successful business structure after this thing is over, lies in doing things differently. Tradition must be shouted down, and we welcome the new steels to the party.

Every man who has the foresight to use his eighth day of thinking time for Imagineering has thrilling tools to work with.

One thing about Alcoa Aluminum: *Nature made it light*. Alcoa research has made it strong, and versatile, and cheap.

One thing about the future: There isn't going to be time or money or patience to waste on horsing dead weight around, or up or down, or on the level.

ALUMINUM COMPANY OF AMERICA, 2125 Gulf Building, Pittsburgh, Pennsylvania.



# Alcoa Aluminum







Protected by  
*the policy back of  
the policy*

**Y**OUR Hardware Mutuals Compensation Insurance is noted for speed in paying for injuries to employees. But Hardware Mutuals *policy back of the policy* goes even further. It works unceasingly to prevent accidents, to reduce your costs, to keep production moving.

This *policy back of the policy* is our way of doing business which makes your interest the first consideration. Safety problems of *each plant* are studied individually. Every possible hazard is eliminated or minimized by safety engineering, education, plant safety organizations. Should an accident happen, our service is immediate, considerate and sympathetic; claims payments are swift, direct to your injured employee.

Thousands of policyholders testify that this *policy back of*

*the policy* is evident in all Hardware Mutuals insurance—Automobile, Fire and allied lines, Burglary, Plate Glass, General Liability, Compensation.

It stems straight from sound, efficient management—dealing direct with you through full-time representatives—careful selection of risks—and the return of resultant dividend savings to policyholders—more than \$76,000,000.00 to date. Current dividend saving on Compensation is 20%.

New nation-wide low rates on Automobile Liability now in effect... Licensed in every state... Offices in principal cities. All Hardware Mutuals policies are non-assessable.

FEDERATED HARDWARE MUTUALS  
Hardware Dealers Mutual Fire Insurance Company, Home Office, Stevens Point, Wisconsin  
Mutual Implement and Hardware Insurance Company, Home Office, Owatonna, Minnesota  
HARDWARE MUTUAL CASUALTY COMPANY  
Home Office, Stevens Point, Wisconsin



# Hardware Mutuals

Stevens Point, Wis. \* Owatonna, Minn.

Compensation, Automobile and other lines of

CASUALTY AND FIRE INSURANCE

ment Bank—with \$500,000 capital put up by Puerto Rico—which is authorized to do business in competition with any private bank, a politically-appointed board of directors setting the rules. It has unlimited power to do as it pleases with deposits.

Next came a Development Corporation, authorized to engage in any or all of a large number of businesses, the list to be expanded at will by the legislature. It's headed, at \$8,000 a year, by Teodora Mocosco, Jr., who worked for a long while as a clerk in his father's drugstore in Ponce, P. R., then served a short period with the Federal Housing Authority in San Juan.

## Double budget again

DR. TUGWELL has followed a familiar pattern in setting up his own personal government in Puerto Rico. The first budget to reflect his policies is the current one, which is some \$4,500,000 higher than last year's, the previous high. In effect, he has a "double budget," because he has created some 30 new authorities and bureaus, financed by what he calls "surplus" funds not shown in the budget.

When the island's auditor didn't like signing blank checks, Dr. Tugwell appointed another. When the attorney general of the island ruled that some of the actions were unconstitutional, he was removed by Washington and another attorney general installed.

Examination of the salaries set by Dr. Tugwell proves that directors and heads of his departments are faring better as a whole than many executives in similar positions in the states. Dr. Tugwell has hired seven "experts," or advisers, with a passion for anonymity, answerable only to him. They serve as his cabinet, unofficially. He defends his policies of raising salaries by saying that they must be kept high to attract the best men. He declares that the salaries will "never" be lowered to the former amounts.

The budget revealed that Dr. Tugwell spent \$31,000 at the palace La Fortaleza for food, supplies, liquors, his family and servants, for which he, in turn, paid \$1 a day each for his wife and himself, 50 cents a day for each of his two children.

He appointed a "coordinator of information," John Lear, a former Associated Press reporter, giving him a \$6,000-a-year salary and an unlimited expense account. Mr. Lear, who has a staff of publicity men under him, once spent \$400 cabling a story extolling Dr. Tugwell's virtues to ten large American newspapers. None used the story.

Three Congressional committees currently are investigating what Dr. Tugwell is trying to do in Puerto Rico. Meanwhile, the Puerto Rico Chamber of Commerce, by a unanimous vote, has petitioned President Roosevelt to recall Dr. Tugwell. The President has not replied. The recall petition was never published until reporters learned of it in Puerto Rico. One House committee made a \$15,000,000 relief appropriation to Puerto Rico contingent on Dr. Tugwell's recall.

Undeterred by opposition from what *The New Republic*, for which he's an



associate editor, calls "the barons of power," Dr. Tugwell has continued his planning to save Puerto Rico from its fate. To meet the grave problems arising as a result of the shipping shortage, he and the U. S. Department of Agriculture have eliminated brokers, importers and others experienced in getting food into the island economically. When they tried to do the same to the wholesalers they learned that they could not do without the established distributive functions of this group.

Dr. Tugwell and the Agricultural Marketing Administration have introduced brandless soap—known as "V-Soap" in Puerto Rico—and plan to introduce other brandless products such as cereals, canned cream, etc., on the assumption that the people do not buy a trade-marked, advertised product because they have found it best, but because it is advertised. Puerto Rican business men who say there is no excuse for introducing brandless products are overruled.

### Lard in the sun

A YOUNG man, Edward Bash, is in charge of importing and distributing food. He set up his own distribution plan, leaving the wholesalers out cold. Due to bungling somewhere, in the midst of the food shortage caused by U-boats last summer, when every ounce of food was needed, ships came into Puerto Rico partially loaded with sugar, coffee—which are stacked high in the island's warehouses—toys and other miscellaneous hardware. Lard was sent down in 345-pound hogsheads, which Puerto Rican merchants could not handle since they are geared to 37½-pound tins. The barrels sat on the docks in the tropical sun and spoiled.

Islanders—not "barons of power" in the states—first came forward with the thought that Dr. Tugwell might be using Puerto Rico as a "guinea pig" for a master plan of government control for the United States later. That feeling was heightened when Dr. Tugwell, in a report to Secretary Ickes, said with respect to the land distribution program there:

It has obvious implications for the South.

Although Puerto Rico's total public indebtedness, under the Organic Act of 1917, can never legally exceed ten per cent of the value of taxable property in the island, this law was conveniently forgotten when the "must" program was shoved through the legislature last year. The Government already had borrowed, or authorized loans, approximating the legal limit when the new laws provided for further bond issues of \$15,000,000.

The \$350,000,000 of military expenditures is not all we've spent in Puerto Rico lately. From 1932 to 1940, some \$250,000,000 was sent as a gift from our Congress to Puerto Ricans, much of it being spent through the Puerto Rican Reconstruction Administration (PRRA), which corresponds roughly to our W. P. A., but has some characteristics of all our emergency relief agencies. Most of the military improvements are

## HELPING BURROUGHS USERS MEET TODAY'S PROBLEMS WITH THEIR PRESENT EQUIPMENT

# THREE THINGS YOU CAN DO NOW!

### PUT NEW IDEAS TO WORK



Eliminate unnecessary checking or proving . . . eliminate unessential reports or superfluous information on reports . . . obtain vital reports as a by-product of regular routines . . . combine or redesign forms so that related records can be posted together in one operation.



### GET THE MOST OUT OF YOUR MACHINES

Keep machines busy by relieving skilled operators of non-posting duties . . . schedule relief operators . . . make sure that operators are using figuring short-cuts and the time-saving features of their machines. Keep machines in the best possible condition through regular inspection by Burroughs service men.



### GET THESE BURROUGHS HELPS

Burroughs offers a wide variety of booklets and other printed matter, such as "Ways to Save Time in an Office"—"Adding Machine and Calculating Machine Short-Cuts"—operator training manuals—decimal equivalent tables—Victory Tax payroll deduction tables—unit value ration coupon tables—and many other helps to meet today's problems.

### MANUFACTURING FOR WAR

The manufacture of aircraft equipment for the Army Air Forces, and the manufacture of Burroughs figuring and accounting equipment for the Army, Navy, U. S. Government and the nation's many war activities, are the vital tasks assigned to Burroughs in the Victory Program.

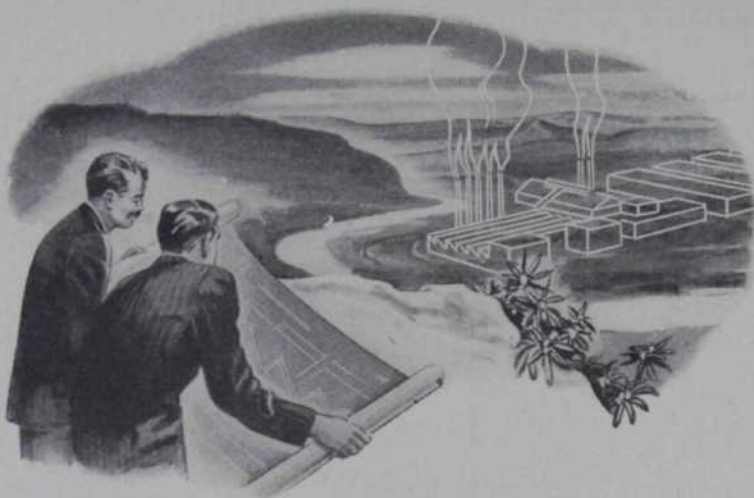
Feel free to call upon your local Burroughs representative, at any time, for up-to-the-minute information on how others are handling wartime problems similar to yours.

BURROUGHS ADDING MACHINE CO.  
DETROIT, MICHIGAN

# Burroughs

★ MAKE YOUR DOLLARS FIGHT — BUY WAR BONDS ★





## To men like you who are SHAPING TOMORROW TODAY!

The strategic location, available manpower and rich natural resources of West Virginia are attracting the attention of executives who are planning now for post-war production and industrial expansion. Perhaps the following questions and answers will give you a better understanding of West Virginia and its advantages.

### 1 What natural resources are available to industry in West Virginia?

Natural gas, oil, limestone, water power and hardwood timber are among the major natural resources. West Virginia has long been one of the nation's leading producers of bituminous coal—and vast deposits of it remain untouched. There is an unlimited quantity of fresh, mountain water for industrial purposes.

### 2 Does West Virginia possess favorable transportation facilities?

Blanketing the state is a network of splendid railways and highways—permitting overnight shipments to Northern, Southern, Eastern and Mid-western markets. There is also water transportation direct to Ohio, Allegheny and Mississippi River ports.

### 3 Is skilled manpower available in West Virginia?

West Virginia's labor force totals about 415,000 men, not counting farmers. New semi-skilled and unskilled labor is being attracted.

### 4 Are the climate and living conditions favorable?

Due to West Virginia's loca-

tion—midway between the North and South—and its average high elevation, the seasons are extremely mild. In most industrial areas you'll find adequate housing—and in all communities, a cordial and a cooperative attitude toward industrial enterprises.

### 5 What are the recreational facilities in West Virginia?

West Virginia's State Parks and Forests are nationally known for rustic beauty, wholesome sport and invigorating recreation. Wild game is abundant . . . fishing is excellent! In most communities, civic, musical, drama and art organizations are popular.

### 6 What are the leading manufacturing industries in West Virginia?

These varied industries include huge chemical plants producing Nylon, chlorines, ammonia, bromines, salts, and other compounds and derivatives; companies producing glass (an industry in which West Virginia ranks second); coke and steel producers and allied industries; manufacturers of fluorescent lighting equipment, plastics, synthetic rubber, textiles, etc.



You are cordially invited to write on your business letterhead for complete and detailed information concerning West Virginia resources, plant sites and industrial opportunities. Any specific data you require relative to definite localities will be promptly furnished upon request.

## WEST VIRGINIA PUBLICITY COMMISSION

Box 7, Capitol Building • Charleston, West Virginia

*Coal and Chemical Center of the Nation!*

permanent, such as airfields, highways, administration buildings, etc.

Currently, we are spending millions on relief there.

No intelligent person claims he knows all the answers to Puerto Rico's problems. Some say that efficient administration would help a lot ("not even a Superman could rule right in the island in the little time the average American governor stays here," one Puerto Rican said); some say that emigration, perhaps to Brazil or elsewhere, would help others that a minimum of interference and a maximum of gifts—say, a \$25,000,000 subsidy annually—by Congress would help much. No doubt all these factors, if carried out, would help appreciably, but none could erase the fact that one of our most valiant experiments in imperialism—undertaken with kindly heart and liberal gifts—has proved to be one of our biggest thorns-in-the-flesh from a great many standpoints.

## Five Critical Months

(Continued from page 40)

drawn into the war industry plant?

What shall be the future policy as to wages and hours of labor?

To what extent will war goods contracts be readjusted or cancelled?

How deep shall we cut into civilian goods and services to release material and facilities for war purposes?

How much will production and distribution be concentrated?

Shall Government pay subsidies to agriculture and to businesses which are forced to operate at a loss, or go out of business?

How shall the so-called "simplification" and standardization of products be carried out?

When shall point rationing begin to function, and what range of goods shall it cover?

What will be the attitude of the new Congress toward lend-lease, and toward renewal of the reciprocal tariff authority?

What will Congress do about tightening up non-essential Government expenditures?

To what extent shall this country make funds available, through Governor Lehman's organization, for relief of foreign populations?

The decisions on these and many other important questions will be of greatest significance in the formulation of fiscal policy, which in turn will determine, to a large degree, the kind of economy we are to have for the balance of the war and for years thereafter.

If military events of the next few months justify hope for an early end of the war, the plans for larger revenues and expenditures and for other far-reaching burdens upon the civilian population probably will be slowed up. At this time it appears entirely too optimistic, however, to hope that the end, even in Europe, may be in sight before five months from now.

Hence we may expect that major policy will develop rapidly between now and June 30.



## Food Problem Tightens up

(Continued from page 32)

The ceiling would be cracked but not irreparably damaged.

The new proposed price ceiling method may be helpful. The country would then be divided into perhaps 16 zones; New York, New Jersey and Maryland in one zone, for example. The ceiling would be established on a dollar and cents basis but every packer in that zone would have the same ceiling. The business of trying to establish a separate selling cost for each packer would then be eliminated. Greatest drawback would be to establish a ceiling high enough to take care of the marginal producer.

At present the greatest difficulty in establishing price ceilings is the length of time it takes to get a ruling from O.P.A. Hundreds of cases of canned goods are still in storage because the processor has not been able to get an adjustment that would take care of his increased operating costs.

Can sizes are gradually being standardized. There will still be many sizes but each commodity will be limited—thus cans of tomatoes may be limited from six or seven sizes to three. Some commodities will be cut from 15 sizes to three.

### "We are confused"

BUT the packers' greatest worry is that Government may insist on standard grades such as A, B and C. Packers fear that individual brand names will be forever lost if this system is adopted. They insist it would be more complicated, result in more complaints, and be more difficult to enforce than any suggestion yet made. For example, Grade A peas from Wisconsin might sell for less in New York than the same grade from Washington state. The standard would be the same, but transportation costs would make Washington peas sell for more than Wisconsin peas. The housewife would expect all Grade A to sell at the same price. There are numerous other trade practices that make differences in price, but not necessarily in quality. How is a grocer going to explain all these differences to a customer who is accustomed to buying strictly from a price and label standpoint?

The food trade's confusion is understandable. The Government's attempt to guide it is laudable and most difficult, but the food people feel that a legalistic, theoretic approach wasn't necessary. An Agriculture Department official admitted that the confusion was beyond his ken.

After spending two weeks trying to find out what people in the industry were saying about the situation, the author called up a food expert who has been an authority on food processing since before the first war, and said: "I am all confused. I can't begin to figure out what is going on."

The expert said: "You may be confused, Mr. Van Boskirk, but you can't be nearly as confused as we are."



## Recipe for a glider:

"TAKE ONE Douglas fir tree, peel into sheets, place crosswise, press together, sand and cut into sheets of plywood. Next, place plywood on glider-form, bake, allow to harden, remove" . . .

There, roughly, you have the "recipe" Uncle Sam now uses to make gliders for our Air Forces, and for the main ingredient of this recipe—plywood—Uncle Sam depends largely on manufacturers in Washington and Oregon. From these States comes 85% of the plywood made in this country—for gliders, trainers, transports, barracks, torpedo boats, pontoon bridges and many other wartime jobs.

When war came to America, plywood plants, like many other vital industries in the Northwest, found Northern Pacific Railway well equipped to handle the extra load. Even before Pearl Harbor, thousands of tons of plywood were rolling east to manufacturing centers via the "Main Street of the Northwest".



"MAIN STREET OF THE NORTHWEST"



# Truth Joins the A.E.F.



**Our enemies, seeking new worlds to conquer, have made falsehood a weapon. Today facts are added to our army's armament**

**W**AR workers who hang up new production records in American plants are doing more than rushing battle implements to far flung fronts—they also are passing ammunition to the gun crews fighting the war of nerves.

Ammunition for United States psychological warriors is the running news story of America—her might, resourcefulness, power, ingenuity, will, spirit and accomplishments.

Each day 50,000 words of the story of America crackle out in telegraphic code over cables and transoceanic wireless to enter the battle for respect and support being fought in friendly, enemy, allied or neutral lands.

Each day an average of 357 radio programs send the voice of America to the same fronts.

It is a calm and considered voice, spoken regularly in 22 languages, which feeds news of the world and of occupied countries back to the underground newspapers that spread truth in these plundered lands.

The words and the voice originate in a New York City office building which, before the war, was headquarters of a motor company. Now it houses the 1,400 persons who are the overseas division of the Office of War Information.

Their basic news sources are the same wire services that bring America's newspapers their daily reports. From these they select the news that best reflects the story of America.

"Give 'em all the news that is honest and useful, and don't try to hide the unpleasant stuff," is the general policy.

Under that policy is selected the report that presents America in the best possible light but, if an aircraft carrier is sunk or a battle lost—and the loss is officially announced—the bad news goes along with the good.

"We can't afford to let Hitler or Hirohito scoop us on bad news," explains an O.W.I. editor, "just as we can't say anything they might be able to disprove. In either case, our readers and our listeners would lose faith in us. We guard against that possibility in everything we do. Our best safeguard is our belief that the truth is our best and strongest weapon."

## Myths are weapons

THE overseas branch deals in official announcements. It does not scoop the regular news services. Thus, if Hitler or Hirohito scoops Washington in announcing a loss, it also scoops the O.W.I.

A primary job of the nation's psychological warriors is to explode myths pounded into the world's ears by the Axis propaganda machines.

"America has gone Hollywood" has been a favorite Axis theme. "Americans lead a creampuff life. They haven't the will nor the strength of character to win a war. The spirit with which America once achieved greatness has withered and died. Its frontiersmen are gone."

That kind of talk must be answered with facts, not denials.

The Alaskan highway to most of us was a tough job, put through in record time against natural obstacles all but insurmountable.

To the overseas branch it was a story to be told in full detail, an example of the obstacle-busting spirit of frontiersmen, alive and driving in the hearts of the American people.

Axis claims of submarine successes are countered with reports of ship launchings and of cargo landings, and Hitler's boast that, even if America could produce, she couldn't deliver her production was effectively answered by the arrival of fully equipped American forces in North Africa.

These forces arrived in territory that had for two years heard little or nothing of the world, except the reports distributed by Axis agents.

The O.W.I.'s overseas branch prepared reviews covering these years to bring North Africa up to date on world events and the story of America.

O.W.I. outposts, in Iceland, Chungking, New Delhi, Cairo, Alaska, Sweden, Turkey, Portugal, and more than a dozen other scattered points spot the needs.

A South African agent reported, for example, that anti-German stories made little impression on a large part of the population in an area settled by



## What Has "Canvas Engineering" in Store for You?

After the war, when HOOPERWOOD Cotton Duck takes off its uniform and goes back to "business as usual"—here are some of the things you may expect.

Colorful awnings and canopies that carelessly-tossed cigarettes can't ignite, that weather and mildew won't rot and ruin prematurely — saving business and homeowners many thousands of dollars annually.

Tarpaulins and windbreaks used in building construction that can't be accidentally fired; a source of appalling destruction which now can be wiped out.

Canvas welding curtains from which white-hot sparks bounce off like rain. Fire-, water-, weather-, and mildew-resistant canvas lifeboat covers, hatch covers, life jackets, tarpaulins, etc., to lessen the fire hazard on shipboard.

Special canvas truck covers that will outlast their predecessors several times over. A canvas that repels gasoline and oil for aircraft services.

These and many other applications of HOOPERWOOD-engineered fabrics for business and industry will be waiting for you when our first obligation — our fighting forces — no longer need our entire production.

**WM. E. HOOPER & SONS CO.**  
New York PHILADELPHIA Chicago  
Mills: WOODBERRY, BALTIMORE, MD.

Since 1800 (through six wars) the HOOPER name has symbolized highest quality in Cotton Duck and other Heavy Cotton Fabrics, Paper Mill Dryer Felts, Filter Cloth, Rope and Sash Cord.



# HOOPERWOOD COTTON DUCK



# Money Power



## A Financing Plan for War-Time Industries

Back of the fighters are the factories.

Behind the front lines, there's the battle of the assembly lines, a battle that must be won before our combat forces can do their job.

Money is the ammunition needed here.

To maintain the larger inventories, hold to higher production schedules, meet the higher payrolls and pay the higher taxes, more working capital is, in most cases, an absolute necessity.

If financing is one of your problems, Commercial Credit service is the solution to it.

We are prepared to advance mil-

lions to concerns either engaged in, or seeking contracts for military or essential civilian production.

If your present financing connections are not in a position to supply your needs adequately, or if the conditions of granting increased credits are too restrictive, it will pay you to get in touch with us.

We are not slowed down by red-tape. We do not interfere in any way with your management. We will build a financing plan to meet your particular needs at a reasonable cost.

If interested, wire or write for an interview at your convenience. Address Dept. 2301.

## Commercial Credit Company Baltimore

Subsidiaries: New York Chicago San Francisco Los Angeles Portland, Ore.

CAPITAL AND SURPLUS MORE THAN \$65,000,000

German peoples, but these same people did fear the Japanese.

Ever since then the news sent to that area has been full of authentic examples of Japanese atrocities.

The O.W.I. agent in Chungking soon learned that the Chinese are not impressed by money. America is a fabulous land, they have concluded, and a story about a \$50,000,000,000 production program is meaningless.

That same story translated into ships or planes or guns is widely read. So the 3,000 words a day directed to the Chinese people are edited accordingly.

Although the success of broadcasts to occupied or enemy countries is not measurable, reports from escaped prisoners and travelers from neutral lands indicate a regular audience.

The Axis powers recognize these audiences within their own lands when they issue denials to specific stories which have originated over O.W.I. stations.

### They didn't know us

MORE definite is the measurement of effect of cabled reports which O.W.I. outposts distribute directly to newspapers and radio stations.

In one neutral nation where public sentiment, based on public knowledge, could swing the country to war on either side, papers devoted only five per cent of their news space to American news when the O.W.I.'s story of the American campaign was opened.

Today 56 per cent of the news the people of the country read originates in America, and the public's opinion has a base far more favorable to America than it had before.

Psychological warfare is a technique new to the Americans who are handling it. Among the early lessons they learned was that peoples in ravished lands will not accept confidence and promises from a nation that has never felt the crushing force of a blitzkrieg.

Their desire for straight news is tremendous. But talk of what America intended to do prompted an attitude of: "Let's see it. Then we'll believe it."

The voice of America handles humor carefully. Starving people in looted lands find little mirth in jokes cracked in New York City. Humor beamed to Europe is grim. Here's a sample:

Two soldiers standing on a Berlin street corner watched an attractive, well-dressed woman walk by.

"How beautiful," said one storm trooper. "How elegant."

"Why not?" commented the other. "She's a captain's wife. Her hat came from Paris. Her gloves from Norway. Her shoes from Belgium."

"But nothing from Russia?"

"Oh yes. From Russia came her mourning veil."

Why doesn't the voice of America send lessons in sabotage to oppressed people?

Blitzed folks want help. They resent advice.

So sabotage lessons are out. But incidents of sabotage that already have taken place are another matter. An incident in Poland, for example, is described with full detail to the people of Norway. And sabotage in Norway is described in full to the people of Poland.



*Every branch of the Armed Services uses the telephone. No. 1 of a series, Anti-Aircraft.*



To his mother and dad it seems only yesterday that he was using the family telephone to call his high school sweetheart. But today the orders he sends and receives over his wartime telephone help speed the day when love and laughter, peace and progress shall again rule the world.



## Western Electric

IN PEACE...SOURCE OF SUPPLY FOR THE BELL SYSTEM  
IN WAR...ARSENAL OF COMMUNICATIONS EQUIPMENT





## Advertising—Over There

(Continued from page 19)

firms continued their advertising schedules, almost without interruption. Newsprint shortages pulled British newspapers down to four pages, but business houses used every available inch of advertising space with a telling, steadying effect upon morale.

When the crisis passed, British advertising took a new trend. "Business as

usual" gave way, as a theme, to "We'll be Johnny-on-the-spot after the war, making bigger and better products for a finer, happier life." Advertising held out to a shocked and weary people the hope of bright things to come with peace—a reminder that every war must end.

The official testimonials to the tonic effect of advertising on British morale have been legion. The British Govern-

ment itself is the largest single advertiser in the English press. This can scarcely be termed a subsidy, however, since space in the four-page publications is at a premium with available advertising volume surpassing available space.

In Germany and Britain alike, a primary objective of business advertising is to keep trade and brand names alive. Recognition of the war and its extraordinary demands is far more marked in the English press than in the German, but the advertising in both carries a steadying note of reassurance that familiar names and old-line business houses are carrying on, devoting themselves wholeheartedly to war for the time being, but ready to resume normal business the moment the firing stops.

There are important differences. British advertising makes no secret of product shortages, for example. But Germany admits shortages only by indirection, as when the makers of "Friko" urge the purchase of their chemical preservative as a substitute for sugar.

### Honor, not penalties

THE BRITISH Government uses advertising to persuade and lead the British public. The stress is on cooperation, teamwork, pulling together in a common cause. The note of compulsion is strikingly absent or subdued, even where the Government's powers are absolute.

Take rationing. The Churchill regime soft-pedals penalties for violations of rationing regulations, and puts enforcement—or rather, observance—on the basis of personal honor:

"Tell your friends that, if they try to beat the ration, they are trying to beat the Nation. England expects us all to honour the Food Code."

The mechanics of rationing are carefully explained in simple, easy language which any housewife can understand without the aid of a barrister. No blustering threats of crack-down. The British Government assumes the patriotism and honor of every Englishman.

In contrast, the German Government does not ask the public's cooperation. It tells the public what to do, and when it uses the press at all for this purpose, it does so through free editorial space, which it demands—and gets.

The most prosperous slick-paper publication in all Germany apparently is the official Nazi organ, *Der Vierjahresplan*, a monthly. It bulges with paid advertisements almost uniform in size and copy treatment. Large numbers of German business institutions are represented, presumably on the theory that, if you are going to keep a trade or firm name alive, a good place to do it is in the official organ of the political party which holds the power of life and death over every business and every citizen.

Most of the armament companies, shipbuilders, construction firms, steel plants, mines, medical supply houses, chemical firms and others doing wholly or primarily a war business, have discovered the "prestige" value of paid space in *Der Vierjahresplan*.

Firms doing business in German-occupied countries are liberal buyers of advertising space in Reich publications. Hints of the colossal tragedy that befell

## INGOTS CAN'T FIGHT!



Faster than ever before, faster than all the rest of the world—American steel mills are producing steel ingots. But ingots can't fight—not even after steel mills have rolled them into billets, blooms, shapes, plates and sheets.

It is in the hands of steel fabricators that steel takes its final, usable form. Be it the armored fighting tank or the gasoline transport tank—the key to product design, to product performance is in the capable hands of the staff engineers and highly skilled metal crafters of the steel fabricators.

For instance, before idle furnaces could

spring to life to increase ingot production, gas lines to Pittsburgh from West Virginia had to be increased. In record time, using Butler Factory-fabricated Steel Buildings the United Fuel and Gas Company installed the 1800 H.P. Compressor Station pictured below to increase gas flow 30%. Around the globe Butler Steel Buildings have contributed speed and efficiency in meeting war time housing emergencies.

### BUTLER MANUFACTURING CO.

KANSAS CITY, MO.  
GALESBURG, ILL. MINNEAPOLIS, MINN.

Sales Offices — Washington, New York, Chicago, Atlanta and Shreveport.  
Export Office — 8 So. Michigan, Chicago



## BUTLER BUILT

STEEL PRODUCTS

STEEL BUILDINGS...TANKS (Storage, Processing and Transport)...FILTERS  
STILLS...DRY CLEANING EQUIPMENT...RURAL GAS SYSTEMS...SEPTIC TANKS  
GRAIN BINS...FARM EQUIPMENT and PRODUCTS OF OTHER METALS





# Another Axis Victory

## IF IT HAPPENS!



**A**N ENEMY BOMB in your plant—or a fire due to carelessness . . . The net result is the same. Each minute lost in war production means vital weapons missing at the front. But fire can lose months instead of minutes—destroy vital materials—wipe out jobs.

And while insurance can repay the money lost, it can't build guns . . . repay lost production time . . . or win a battle a plant's output might have won.

One reason our miracle-working war industries have been so seldom interrupted by fire is this: Voluntarily—at their own expense—Capital Stock fire insurance companies are waging ceaseless war in our defense . . .

Maintaining a large squad of arson-fighters to work with local authorities

in suppressing arson . . . Keeping hundreds of fire-prevention engineers busy helping industry and government to reduce fire hazards . . . Making complete surveys of fire hazards and fire fighting facilities in almost every town and city, and recommending specific steps for their correction . . . Sponsoring rigid safety tests of thousands of products redesigned to save war materials . . . And providing other safeguards unduplicated in America.

Today, many an American factory is in full war production instead of in ashes—because of the extra protections provided by Capital Stock company fire insurance. For your plant—your home—specify this double-duty insurance that helps stop fires before they start. Learn more about it from the agent who displays the emblem at left.



**THE NATIONAL BOARD OF FIRE UNDERWRITERS**

*Est. 1866—Maintained for public service by 200 capital stock fire insurance companies*

85 JOHN STREET, NEW YORK

**INVEST IN AMERICA • BUY WAR SAVINGS BONDS REGULARLY**



## Maybe you don't have to wait

There is such a variety of Prudential policies and premium plans that often a man who investigates is surprised to find he can afford NOW the life insurance he needs for family protection.

Ask any Prudential agent  
for particulars



**The Prudential**  
Insurance Company of America  
Home Office, NEWARK, N. J.

## MARMON-HERRINGTON SPEEDS DELIVERY OF MOBILE EQUIPMENT WITH KARDEX PRODUCTION CONTROL



**68%** OF ARMY-NAVY  
"E" WINNERS USE  
KARDEX PRODUCTION CONTROLS

**REMINGTON RAND INC.**



Poland are found in the advertising columns of the *Deutsche Wehr*, official German Army officer publication. The patronage of Army officers garrisoned in Poland is solicited, for example, by the Posen wine and liquor store whose previous owner is identified in agate type as "J. Glinka." The ad is signed by "Commissars M. Weber and K. Wupperfeld," as successors to J. Glinka, whose fate can only be guessed.

At other commissar-operated stores are to be found artificial honey, bread, delicatessen items, and a small list of other consumer goods. One gathers from the advertising that even the privileged officers of the Reichswehr have small "freedom of choice" in Poland.

### Too good for Germans

CONSUMER and luxury goods advertised as available in Germany increase qualitatively and quantitatively in proportion to the reader's distance from Berlin. The Spanish edition of *Der Adler*, illustrated Berlin weekly, pictures an enticing array of items which Spaniards are urged to buy in Germany. Judging from photographic illustrations, the Zeiss cameras which Spaniards can order from Berlin are a great improvement over those the German citizen can buy in Berlin. The same is true of German radios, bicycles, and many other products. Hitler's subjects are none the wiser, however, because they never see the Spanish edition of *Der Adler*, or any other foreign editions of German publications, for that matter. Germany puts her best foot forward for export only.

Hardship, suffering, sacrifice, cooperation—all these are strikingly absent in the copy and illustrations of German advertising. The British make a sort of virtue of all of these themes. The Germans, to the extent possible, ignore the war. The British stress it, but as a passing phase. Both utilize advertising to give the public a feeling of security in the present and hope for the future.

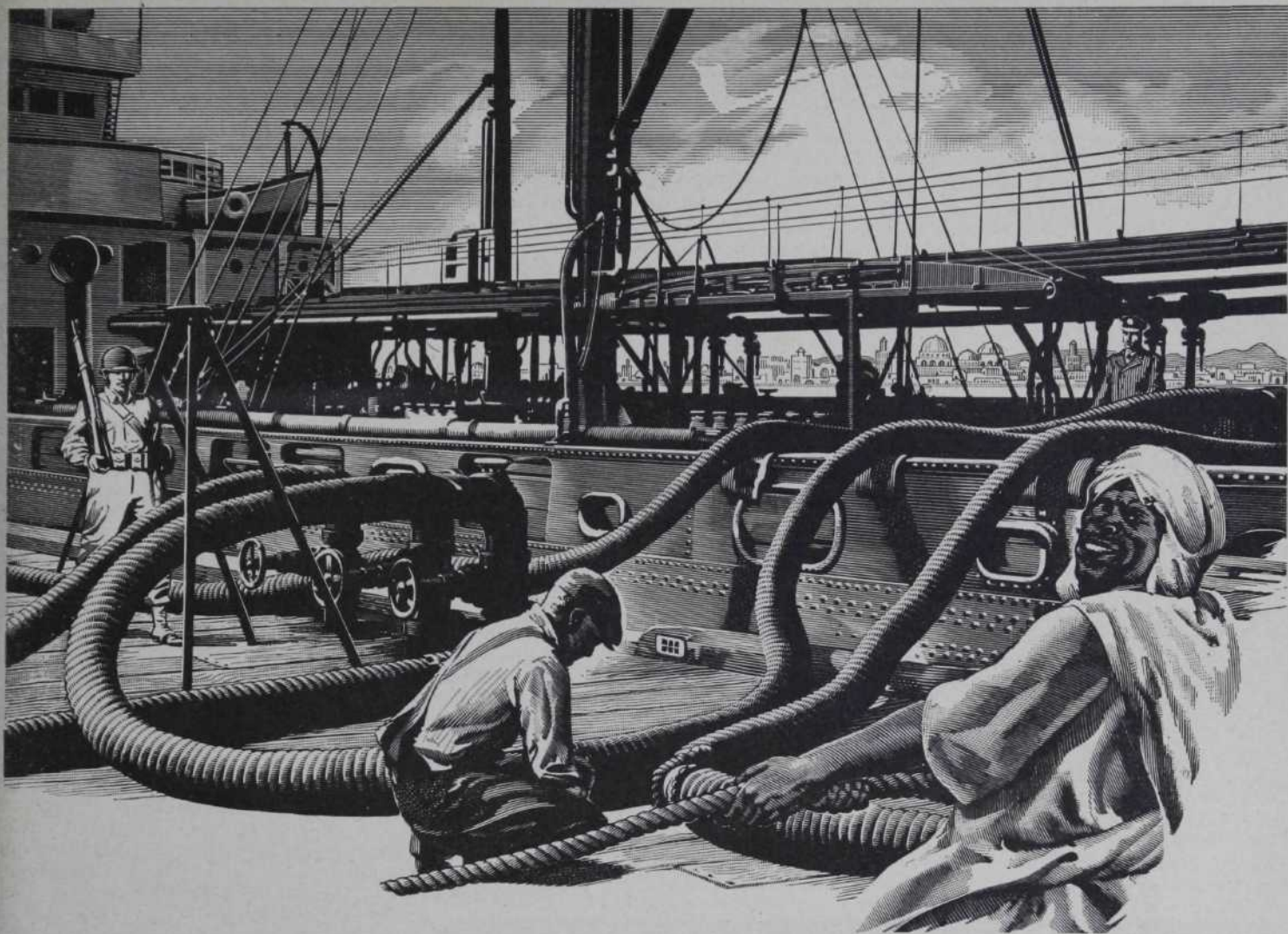
After three years of war, it is obvious that it would no more occur to Britain or Germany to throw away advertising as a working tool than it would to discard the submarine or the airplane.

In the United States, the value of advertising in our own war economy has been attested repeatedly by practically every high ranking federal official in Washington, from President Roosevelt down. To find a denial of that value, one must search remote corners far removed from the practical world. Such as, for instance, the college professors who recently sent a manifesto to Secretary of the Treasury Henry Morgenthau, Jr., in which this striking sentence is found:

"If in highly competitive fields all concerns which advertise are, for the duration, silent with respect to their trade names, their relative competitive position will be maintained fully as well as if they were all to be reminding customers of their existence."

The British from whom we have borrowed many war-time ideas—and even the Germans—are taking exceptions to that point of view, on the ground that civilian morale must be sustained and economic machinery left in gear for peace-time progress.





## Oil for the Tanks of Africa

Tankers arrive on the African Coast to pump life-blood into our armored force, planes, trucks—victors over the perils placed in their path.

To build our tankers and other ships has been a major task for our shipyards. One such large yard, for example, had to do a "wholesale" job in a hurry. Extensive financing to build ways quickly was a necessary part of that task. The

Chase National Bank was contacted by one of its correspondents and the financing was quickly arranged—and oil for the tanks of Africa thereby speeded.

In this instance and under other similar circumstances from coast to coast, the Chase and other banks are actively helping producers to "deliver the goods" more quickly, more efficiently—when and where the fighting forces want them!

**THE CHASE NATIONAL BANK**  
OF THE CITY OF NEW YORK



## A Young Man Who Concentrates

(Continued from page 26)

Record that Mr. Weiner is also "food czar," in fact if not in name, although technically Claude R. Wickard was appointed. The Congressman declared that Weiner vetoed a recommendation from both the Department of Agriculture and the farm equipment branch of W.P.B. that the civilian supply division allow farm machinery production in 1943 to equal at least 50 per cent of 1940. Instead, Mr. Mundt said, Weiner issued Order No. 170 restricting farm machinery output in 1943 to 20 per cent of the 1940 output.

### He wants a farm

"HE (Weiner) today is the man on whom millions of hungry people depend for their food because, where machinery cannot be secured, the food cannot be raised. All that rests in the hands of Joseph Weiner, New York lawyer, who, if he has had any experience in farming, must have obtained it in Russia at a very early age, because there is no farming on the sidewalks of New York," Mr. Mundt remarked.

Oddly enough, Mr. Weiner's personal post-war plans include one aim: To go back to college teaching and to own a nice, quiet farm.

This information comes from his secretary, Miss Dorothy Riley, who has been shunting away callers while her

boss worked ever since his S.E.C. days.

He works in his office in the Social Security Building (which has 25 or more armed guards and is harder to get into than a munitions plant) until 6:30 or 7 p.m. every night. He lives at Bethesda, Md., the house generally being cold all day because his fuel oil allotment has never been quite large enough. They wear sweaters out there, but he never mentions it.

Weiner has a "B" gas card, since he concentrates five or six men into his car every morning and hauls 'em downtown. He is classified 3-A in the draft and could get in 3-B, but hasn't bothered yet. He is graded C. A. F-16 with the Civil Service Commission and draws \$9,000 a year, less deductions, which means "some Government bigshot set his salary" according to a girl at the Civil Service Commission. At any rate, he complains, like all salaried people, about the effect of price rises on his fixed income. A Congressman who learned of the Weiner salary said: "Hell, that's more than I make—net—and Weiner has no campaign expenses."

He owns his home and thereby escapes the high rents that prevail in Washington despite all his friend, Leon Henderson, tried to do. He reads at home a lot at night, sticking to "heavy books," but he can do little real concentrating there, because his two children ask him a thousand-and-one questions. He is very pa-

tient and long-suffering with them. He became an American citizen because his father was naturalized while he was still a minor.

Joseph Lee Weiner was born on March 16, 1902, in Dombrovitsa, a village on the Goryn River southeast of Pinsk, which was a part of Russia before World War I, became a part of Poland, was Russian again during '39, '40 and '41, but now, for all practical purposes, is part of the German Reich.

His parents, Mr. and Mrs. Morris Weiner, both still living, left Dombrovitsa with their small family in 1910, moving to Brooklyn, where the father, who had been over here before, had a job in a paint store.

They were poor, but Joe Weiner studied hard, made high grades in grammar and high school and then promptly enrolled in Columbia University.

Asked by a caller how a poor boy could afford to enroll in Columbia, he replied without a twinkle:

"The Pulitzer family put me through school."

He means he won a scholarship through exceptionally high grades. Six months or so after getting his A.B. degree there, he married Ruth Lessall, a neighborhood sweetheart for years. They lived for a while with her family.

Three years later, after grading papers, instructing in law and getting the habit of smoking pipes, he received his LL.B. degree from Columbia.

### A Columbia professor

HE held two more jobs for seven years after getting his law degree. He was instructor at Columbia and a member of a private law firm, whose name he won't give now because it has changed so much. In '33, he became assistant corporation counsel in charge of franchises and utilities for the City of New York, remaining there until 1937, when he was named counsel for the Board of Transportation.

He came to Washington when William O. Douglas, now Supreme Court Justice, was head of S.E.C. After acting as special counsel for a year, he was made director of the Public Utilities Division, which post he filled until 1941, when he was named assistant administrator of the O.P.A.C.S. of the old Office of Production Management, which became the O.P.A. and the Office of Civilian Supply under the present War Production Board. Leon Henderson headed both divisions until his resignation.

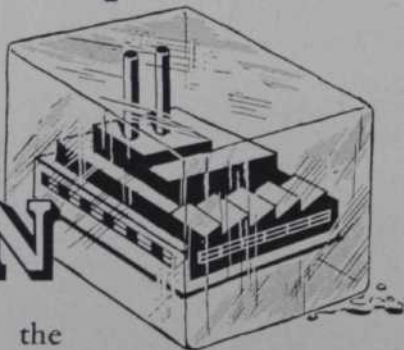
Last August Donald Nelson directed Mr. Weiner to form the Committee on the Concentration of Production with the job, among other things, of determining what civilian industries besides the typewriter, bicycle, stove and farm equipment industries could be closed down. He was warned to do as little harm as possible to the country's economy.

The committee is rumored to be very busy. It meets at 10:30 every Wednesday morning. But Mr. Weiner, despite his long hours of work, is not hard to meet, once it is possible to get a few minutes with him in his large office. Usually, he reclines in an overstuffed chair that gives with his weight, and

**"A FROZEN ASSET IS A LIABILITY"**

will **"V"**-DAY find your

**FIXED  
ASSETS  
FROZEN**



When war-needs change, with the dawn of "V"-Day—or before then, when production peaks are passed, *how will you be affected?* You can avoid the headaches of post-war frozen assets by advance planning *now!*

At your disposal are our 25 years of specialized experience in marketing surplus machinery, industrial plants and complete operating units.

Prepare now for "V"-DAY.

We invite a confidential discussion of your problem.

**ASSET REALIZATION CO.**  
*Under Personal Direction of* **HERBERT I. SEGAL**

21 EAST 40TH ST.

NEW YORK, N. Y.



## This Hasn't Happened Here—But

Incendiary bombs haven't rained on America yet—but annually thousands upon thousands of American homes are destroyed by fire. Many, undoubtedly most, of such fires can be prevented.

Remember, each burned home now represents destruction of essential materials. Insurance can only furnish the funds to replace them.

Loss of your home by fire thus means serious consequences to you and just that much loss to a fighting nation. Make it your wartime policy

to be fully insured and to Be EXTRA careful about Fire!

*Fire insurance normally protects your property. But today, unless you have War Damage Insurance, you are not protected against loss of home, business property or other possessions through enemy attack.*

*For the protection of its citizens, the Federal Government has set up the War Damage Corporation to put this special low-cost insurance within reach of all. Any Home agent or your own broker will be glad to give you full details.*

☆ THE HOME ☆  
*Insurance Company*  
NEW YORK

FIRE • AUTOMOBILE • MARINE INSURANCE







## A PROVEN WAY TO MAKE FUEL SAVINGS

**H**ERE is a way to cut fuel bills as much as 40% while you enjoy cozy warmth and snug comfort!

Insulate your home now with the type of Celotex Insulation that will fit the job best. Get maximum results from your rationed fuel!

Talk to a Celotex insulation specialist. Get a free estimate on insulating your home with Celotex Insulation Board, Rock Wool or Rock Wool Batts. You'll be agreeably surprised at the low cost.

Your Celotex Dealer is a good man to know.

### CELOTEX

ROOFING-INSULATING BOARD  
ROCK WOOL-GYPSUM WALLBOARD  
LATH-PLASTER-ACOUSTICAL PRODUCTS

Put your finger on  
any information  
**INSTANTLY**



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your records with  
**MAK-UR-OWN**  
TRADE MARK REG. U. S. A.  
**CELLULOID INDEX TABS**



Write any index you want, insert it in a strip of Mak-Ur-Own, cut tab to fit and attach anywhere.

Don't waste time hunting through sheets or pages. Index every important reference with bright, clean, easy to read Mak-Ur-Own Tabs. It takes only a moment to make any index you want and attach it to any sheet or page in ring books, notes, reports, binders, portfolios, etc. Labels are changeable. Sizes and colors for every need. Save time with Mak-Ur-Own low cost indexing.

YOUR STATIONER CAN SUPPLY YOU  
with genuine, original Mak-Ur-Own Tabs.  
If not, write to

THE VICTOR SAFE & EQUIPMENT CO., INC.  
NORTH TONAWANDA, NEW YORK



smokes one of the many pipes lying on the large desk. He looks like a college economics professor who won't tolerate a class debate.

Asked how it feels to sit on one of Leon Henderson's hot seats, he replies: "It was O.P.A. that put Leon on the spot—not the office he left me."

His office dwarfs him, physically speaking. Unlike many war-time administrators who work in overly-plain offices without partitions or privacy, Mr. Weiner has a permanent, special abode with plenty of windows. There are thick walls between him and his staff and would-be callers.

Three things stand out in his office; the picture of his two beautiful children; seven pipes, excluding the one he smokes (there are several dozen more at home); and bad acoustics. A caller's voice echoes, as if he were talking from the back of an empty theater.

If a caller mentions Mr. Weiner's comfortable position in his chair, he replies: "This is what we call a recession in Washington."

He is serious—even in his humor.

He has contributed many articles in the past to what he terms the "dry journals"—law reviews. He makes an occasional speech, but has written no books.

He has no hobbies, except pipes. He never attends any kind of sports events. He's five feet, seven inches tall, has large bones, long fingers and a big head, but he weighs only 154 pounds.

He reads *PM*, the New York newspaper, "religiously."

Look closely and you'll notice that his black, wavy hair has slight streaks of gray. He has smoked John Middleton's Walnut pipe tobacco for years. It isn't strong.

Try to find out how he stays busy all day long, well-nigh every day, and you'll meet surprised glances among his employees at O.C.S. They just take it for granted that he works all the time. One young woman suggested that he was hard to see because he was "thinking a lot." Another said he has a lot of meetings.

If you call him at almost any hour, you'll be told he's in "a very important conference."

He says that the work the O.C.S. is doing is so new and so impossible to "routinize" that he must personally okay every action, since every action is a matter of policy. He attends all meetings of the W.P.B. besides calling numerous ones for his own staff.

For details on concentration, Mr. Weiner refers interviewers to his deputy, Earle Rodney, formerly in New York investment banking circles, who is a \$1-a-year man. Mr. Rodney will give all the lowdown it's possible to get from official quarters about concentrating production, until further notice.

Mr. Rodney says there are four principal factors in the minds of committee-men when they decide to concentrate: (1) Manpower; (2) Materials; (3) Transportation; (4) Electric power. However, such factors as warehouse space and duplication of needless facilities may play a part, too.

He definitely believes concentration will hit distributors as well as manufacturers. It is inevitable that this should

be so, he says, since, if a distributor's supplier is closed, it is difficult to understand why a distributor should want to remain open, particularly if his warehouse space were needed for war warehousing, his employees were needed in more vital war work, and the population could get along nicely without the particular product for the duration anyway.

### Concentration for all

IN addition to Mr. Weiner, the Committee on Concentration of Production includes Lou Holland, director of the Smaller War Plants Corporation; Ernest Kanzler, director-general for operations of W.P.B.; Arthur Fleming, representing the War Manpower Commission, and Wendell Lund, director of the Labor Production Division, W.P.B.

Mr. Rodney says this is the way concentration is worked: Each of W.P.B.'s 38 industry branches is directed to specify some man to study his particular industry with the view of learning (a) can the industry be concentrated? (b) if so, what is the most practical way of going about it? (c) how can this be done without running afoul of the Justice Department and creating a monopoly? (d) if not, why not?

When a particular industry branch gets this data, it goes to Hans Huber, designated by Donald Nelson to act as a liaison man on concentration between the concentration committee and the industry branches. The committee as a whole gets the plans, studies them. It can then direct the industry representative to prepare a comprehensive, final plan for concentrating the industry, or forget the whole thing.

If a plan is prepared and submitted, the committee then can tell the industry man he is all wet and that he must prepare a more suitable plan, or prepare a plan of its own and direct him to follow through on it. This is the simple mechanism through which complicated and far-reaching actions are carried out.

To charges that the committee is planning to concentrate "just because Britain did it," or for any psychological or sociological reason other than the requirements of total war, Mr. Rodney gives an emphatic pooh-pooh.

Getting back to Mr. Weiner, it is perhaps newsworthy to point out that Christmas, 1942, was a particularly busy time for him. Being named head of the Office of Civilian Supply, which has 614 new employees, he had to watch out for them. Also, he was busy with his Committee on the Concentration of Production. At the same time, he had to think of playing Santa Claus to his boy and girl, Stephen Arthur, 9, and Elizabeth, 12, neither of whom believes in Santa Claus (they make high grades in school, too!). And, to top it all, he had to think of a particularly appropriate gift for his wife, since they celebrated their nineteenth wedding anniversary December 26.

And, oh yes, *Who's Who* says he is a member of two legal groups and that he is a Democrat. Although he lives in Maryland, he still votes in New York City. He has never been a candidate for public office.



## Government's Place in Business

(Continued from page 42)

Any product or service that cannot be produced and marketed without coercion can only be produced and marketed by Government.

A great many products and services cannot be marketed without some degree of coercion—that is, those who receive the benefit will not pay for it voluntarily. An example is that of a lighthouse on a dangerous coast. A private company could, of course, build a lighthouse, but it could not collect enough from those who get the benefit to pay the cost of building and operation because the lighthouse, when erected, would shed its rays on all without discrimination. Those mariners who refused to pay for the service would get the same benefit as those who did.

Consequently no one would pay except those with a strong sense of justice. Their honesty would be their handicap in competition with the unjust. It is easy to see, therefore, that if lighthouses are to be built and operated, payment must be compulsory and only the Government can rightfully exercise that kind of compulsion.

### Schools and soup houses

PRIVATE individuals and companies can maintain and have maintained excellent schools, but they cannot compel attendance, nor provide instruction for those unable or unwilling to pay for it. It is highly desirable, from the standpoint of the nation at large, that education should be universal.

If we are to have universal education it must be compulsory and within the reach of the child with the poorest or the stingiest parents. That calls for tax supported schools.

Opponents of free schools used to compare them with free soup houses, claiming there was no essential difference. They overlooked the fact that a free school is only an opportunity for work or study. Besides, free schools increase the productivity of the population and, in the end, pay for themselves.

The comparison of free schools to free soup houses is now used as an argument, not against free schools, but in favor of free soup houses, doles, and payments for unproductive work.

It is argued, the Government is only following out an old policy when it gives people the means of consuming without producing anything of value. There is a vast difference, however, between helping men to produce in order that they may consume, and helping them to consume without producing.

There are other enterprises that, to succeed, must be undertaken on a scale too vast for private companies.

A clear case is that of flood control and the reforestation of the upper watersheds of great river systems. A large part of the benefit must go to those who live along the lower reaches of the rivers rather than to those who own the land to be reforested. Consequently the latter would have no effective reason for re-

forestation. The coercive power of Government must be called in to raise the money if such work is to be done. Hundreds of other illustrations could be given.

The answer to our question then resolves itself into the simple problem of ascertaining what enterprises can be carried on under the system of voluntary agreement and what require coercion. When it is once shown that a product or service can be provided by voluntary payments and voluntary work, that is, by the free exchange of money, goods, and services, it becomes

obvious that Government enterprise is not necessary to get that product produced and marketed. However, the opponents of free enterprise who believe that Government should carry on all industries invent various excuses for extending its field.

One excuse is that Government enterprise can operate without profit. This implies that Government enterprise can sell its products or services at lower prices than free enterprise.

It is true, of course, that the private enterprise—the independent business man—expects a profit because that is all he gets for his work.

But if we balance losses against profits, it is doubtful if business men as a class have any net profits. Individual gains are, of course, evident. Individual



### Old Man River needs QUIET EXHAUSTS, too

Marine power plants, like the stationary ones in municipal and industrial stations all over the country, must operate efficiently with the least possible exhaust noise. Many modern Diesel towboats, like the "National" above, have engines equipped with Burgess Snubbers to assure quiet exhausts.

Burgess Snubbers prevent exhaust noise from all types of Diesel engines making it possible to install them in locations where quiet is important. Burgess Battery Co., Acoustic Div., 2823-F W. Roscoe St., Chicago.

Burgess Snubbers are providing quiet exhausts for hundreds of stationary and mobile power plants on land, as well as in boats ranging from tugboats to cargo liners. Typical of the municipal power plants equipped with Burgess Snubbers are:

- Lamoni, Iowa
- Carmi, Illinois
- Plattsburg, N. Y.
- E. Montpelier, Vt.
- Bryan, Ohio
- San Augustine, Texas

This wide application is possible because, on any engine, Snubbers eliminate the cause of exhaust noise before the noise occurs.

Originators of snubbing principle for quieting Diesel exhausts

# BURGESS DIESEL EXHAUST SNUBBERS



## TO MERCHANTS

*who want to make  
more money*

● There's a tried and proven way to build up volume, win new customers, boost your business and make more money. It's the remodeling of your store with a new Pittco Store Front.

Write us today for our free book of facts—and plan to remodel your store with a Pittco Front when building restrictions are lifted. Pittsburgh Plate Glass Company, 2210-3 Grant Bldg., Pittsburgh, Pa.

**PITTSBURGH PLATE GLASS COMPANY**

*"PITTSBURGH" stands for Quality Glass and Paint*

**PITTCO**  
*store fronts*

ANYONE CAN  
FILE PAPERS  
THE SLOW WAY...

old-fashioned  
filing folders  
and guides

but here's  
the **FASTER, EASIER METHOD:**

New-style PEND-  
AFLEX hanging  
folders



**Oxford**  
**PENDAFLEX®**  
the filing method with  
the HANGING folders

Reduces filing time 20% — transforms filing from  
laborious searching to instant visible reference!

OXFORD FILING SUPPLY CO.  
349 Morgan Ave., Brooklyn, N. Y.

Send me new, illustrated, fact-full booklet: "How to Cut  
Filing Costs 20 per cent." No obligation, of course.

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FIRM \_\_\_\_\_

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CITY \_\_\_\_\_

STATE \_\_\_\_\_

losses are not so evident to the general observer, but they are very real to the losers.

If the gains exceed the losses, that net profit may be regarded as a necessary lure to induce men to undertake the risks that must be undertaken if we are to be fed, clothed, and housed.

If no one risked his seed and labor in the planting of crops, we should all starve. If no one would take the risk of fire, storm, or earthquake, no houses would be built. Yet men will not assume these necessary risks unless there is at least a chance of gain. If there is a gain—a profit—it is earned as truly as any income is earned.

The view here expressed is in contrast with the ancient fallacy that, if one person gains anything from a transaction, some one else must necessarily lose. It is in harmony with the modern idea that both parties may gain from a transaction. The whole system of buying and selling, of exchanging goods and services, is based on the modern idea. It is the assumption on which the whole market economy is organized. The coercive economy, which is carried on under the system of authority and obedience, is based on another assumption.

The fact that a government owned industry does not make a profit does not mean that it can produce and sell more cheaply than free enterprise. When all costs are considered, government enterprise is generally more expensive than free enterprise. A privately owned industry has to pay taxes to federal, state and local governments. A government owned industry escapes that form of cost so long as there are enough privately owned enterprises to support the Government by paying taxes.

But, as government expands its field of enterprise, there will be fewer and fewer private enterprisers to tax. Under complete government ownership of all industries there would be none. Then government enterprises would have to pay their own bills out of their receipts, including the overhead cost of government itself.

Those who advocate the extension of government enterprise into the field where free enterprise can function sometimes assert that labor, under government enterprise, would be more efficient. This assertion is based on the assumption that, under government enterprise, each worker will feel that he is working for himself. For some reason, those who use this argument do not point with pride to the energy and efficiency of workers on city streets, around city halls, in public parks, on W.P.A. jobs and various other examples of government employment.

As a matter of fact, workers have no more interest in saving money for the Government than for a private employer. Besides, those politicians who run the Government are sometimes more eager to win the support of those on the government pay rolls than to save the Government money. Moreover, the workers know that incomes depend on what some one else decides that they should have, rather than on how well they run a business.

There is, however, one class of workers who really do work for themselves

and know it. These are the self-employed business men, the enterprisers. They know that they will lose from every mistake they make, and gain from every wise decision; that, if they lose, the loss is their own and cannot be shifted onto the taxpayers. If we start from the true assumption that the private enterpriser feels that he is working for himself and reason correctly from this, we must conclude that he will work more efficiently and manage more carefully than one who works and manages for someone else.

Supplementing the enterpriser's motive for efficiency, and intensifying it is the rigid process of selection carried on by sheriffs and receivers in bankruptcy.

This selective process not only gives the enterprisers a powerful motive for efficiency, but improves the breed of enterprisers by weeding out the less efficient and leaving private enterprises in the hands of the more efficient.

### All want to gain

"PRODUCTION for use rather than for profit" is another misleading formula sometimes recited by those who favor government rather than free enterprise. Another form of the same idea is: "Government enterprises are carried on for service, private enterprises for profit." Both forms are misleading because they seem to imply either that profits are made without serving anybody or that those who start government enterprises are actuated by less selfish motives than those who start private enterprises.

If we compare government enterprises with private enterprises on the basis of the usefulness of their products, we shall find that private enterprises do not suffer from this comparison. The products of free enterprise are for use as truly as are those of government enterprise.

If we compare the two kinds of enterprise on the basis of the motives of those who run them, the difference is not to the discredit of the private enterpriser. Those who run government enterprises are motivated by the hope of personal gain as truly as are those who run private enterprises. The difference is in the forms of pecuniary gain which they seek. The promoters of government enterprise work for a contractual income called a salary. The promoters of free enterprise work for a contingent income called profits.

The salaries of the promoters and managers of government enterprises, when everything is included, generally cost the people more than the profits of free enterprise because those who operate government enterprises, with a few magnificent exceptions, are less interested in keeping costs down than are those who run private enterprises. The private enterpriser generally makes his profit by improving his methods and reducing costs.

Again, profits are peculiarly evanescent. As soon as one enterpriser—individual, firm or corporation—makes an innovation which improves a product or lowers the cost, his competitors promptly copy it unless it is temporarily protected by a patent. When that happens, his profits are gone. His only chance for



continuous profits, is to keep one jump ahead of his competitors or to get patents to keep his competitors from copying his improvements. If he keeps ahead, he earns his profits by making improvements. If he is protected by patents, it is because the Government thinks it wise to encourage improvements by granting patent rights.

Those who invest their time and money in hazardous productive enterprise are lured by the hope of large profits. If there were no large profits there would be no lure. But it is not necessary that the total profits shall exceed the total losses. In other words, it is not necessary that enterprisers as a class shall make a net profit.

The lure of large prizes is so strong as to lead men to spend more in the aggregate than there is any possibility of getting back. This is a psychological phenomenon which need not concern us here, but there is no doubt as to the facts. It is the basis of every commercialized gambling institution from lotteries to horse racing.

In gold mining, for example, it is the opinion of experts that profits are a minus quantity to the business as a whole. The same is probably true of other hazardous enterprises. All of which leads to the conclusion that the net profits going to private enterprisers are less than the total salaries of government promoters and managers would be.

### Premium on efficiency

A SUPPOSED advantage of government over free enterprise in the same field is the almost unlimited credit of government. This, however, is only a competitive advantage and in no sense an advantage in the economic utilization of productive resources. It has a competitive advantage because, strictly speaking, the Government cannot become bankrupt. It may lose money on its business, it may fail to pay its debts, or refuse to pay them, or to meet any contract, but it can't go into bankruptcy.

When an individual or private company goes into bankruptcy, it turns its business and its assets over to its creditors, or to a receiver who handles it for its creditors, so that each may get his share of what is left. That can't happen to the Government.

In the interest of economic production in the long run, an inefficiently run business ought to become bankrupt, or at any rate, be liquidated. To have labor, land and capital under inferior management, when it might be under superior management, is a waste of productive resources.

The fact that a government can continue to operate a business at a loss every year, is, from the standpoint of national economy, a disadvantage.

The sum and substance of the matter is that there is no good reason why government should crowd into the field where free enterprise can function. That field is wherever a useful enterprise can be carried on successfully, its products and services provided and marketed without coercion, or on the basis of voluntary agreement among all concerned.

## The NATURAL INDUSTRIAL CENTER of the WEST

### "No Aladdin's Lamp here, Mr. President!"

"Metropolitan Oakland Area didn't blossom by magic into one of the leaders in the Nation's war activities.

"For years we've been growing into a big industrial center for the manufacture and distribution of diversified products to the Eleven Western States and the Nation. More than 150 of the nationally-known manufacturers are located here.

"And long before the

war Uncle Sam selected Metropolitan Oakland Area for several huge Army and Navy permanent establishments, after the most exhaustive study of all possible sites.

"CENTRAL LOCATION in relation to rich markets... most economical costs of distribution... mainland terminus of three transcontinental railroads... harbor and terminal facilities unexcelled on the Pacific Coast...

"Raw materials in great variety... hydro-electric power greatly expanded for war activities available for postwar use...

"These are only a few of the important advantages, Mr. President. Every company has its special requirements. Tell us about yours, and we will prepare a *Special Survey* for you with all the data bearing on your particular needs."

METROPOLITAN OAKLAND AREA  
389 Chamber of Commerce Bldg.  
Oakland, California

2315



# METROPOLITAN OAKLAND AREA

CALIFORNIA

ALAMEDA • ALBANY • BERKELEY • EMERYVILLE • HAYWARD • LIVERMORE • OAKLAND • PIEDMONT • PLEASANTON • SAN LEANDRO • RURAL COMMUNITIES OF ALAMEDA COUNTY

### Directory of War Agencies

—revised 88-page handbook. Lists war agencies, sub-agencies, industry and other advisory committees, field offices, and officials in charge of war activities. Single copies—15 cents, postpaid.

### War Service Division

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1615 H. St., N.W., Washington, D. C.

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Help maintain civilian morale and improve your business at the same time. Place your name before your customers with Exclusive Art Calendars, Safety First Cases, Victory Bond Wallets, Billfold Pass Cases, Windshield Scrapers, countless other items. Inexpensive, resultful.

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## HAVE A USEFUL HOBBY ... A Scott Lawn!



For pleasure at home, plan now to improve your lawn. Follow the simple suggestions offered in Lawn Care and have a lawn that is most inviting for outdoor fun and relaxation. Mrs. A. C. Smith of Little Neck, L. I., says, "My lawn has been a delight since using your seed. I would not use anything but Scotts." Decide this spring to use Scotts weedfree mixture of permanent grasses and feed rejuvenating Turf Builder. This proven combination will quickly produce sparkling green turf the whole family will enjoy. **Make the lawn your hobby...** but start right by planning your spring activity with the help of Lawn Care. It's FREE... No obligation, of course. » » »

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FOR LAWN PLEASURE SOW **Scott's**



**FREE** two year subscription to Lawn Care will guide you in making your lawn an enjoyable hobby.





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When power is not available—because of acts of sabotage or lucky shell hits—that's when ships need LaBour Type SFI fire pumps for protection.

### Independent Fire Protection

The SFI is completely independent of generators or cables, steam pipes or boiler pressure. The pump is self-priming and is powered by its own air-cooled engine. Easily carried by two men, the SFI is always ready for instant action in any part of the ship. It's the perfect emergency equipment to supplement permanent fire fighting systems.

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**LABOUR PUMPS**

...QUARTER-CENTURY Prefabricating experience

Working NOW FOR U.S. BUT LATER FOR You!

WE'VE BUILT 10,000 homes in 25 years; now we are serving industry in its war needs; after VICTORY we'll be on the alert to serve again civilian needs.

BUY A HOME IN THE PEACE TO FOLLOW  
— WITH THE BONDS YOU BUY TODAY

**HOUSTON Ready-Cut HOUSE CO.**  
25 years Prefabricating Houses  
P.O. BOX 1000 HOUSTON, TEXAS

## Talent Scouts for War Ideas

(Continued from page 24)

could not be found to accelerate both the teaching and practice of welding? Finally he marched into Praeger's office with a crude model representing his ideas. Result? In a few weeks, an ingenious gadget will be available with which, I was assured, anyone can learn welding four times faster than did the skilled veterans. Not only that, but the special tip applies the welding rod, holds it in position and breaks it away automatically.

Some of the inventions seem slightly on the absurd side . . . but don't laugh. The craziest contraption may help win the war or fill some important civilian need.

There's the Blind Pig, for example. This little porker rattles across the driveway, climbs a low wooden railing, and pokes its snout into the nearby concrete wall. It looks innocent but, guided by radio, this three-wheeled destroyer can crawl underneath a tank or snuggle against a pill box. Inside are 25 pounds of TNT.

Or consider the blackout lantern. Suppose you have strung lanterns along a five-mile stretch of open ditches. Hundreds of 'em. It is midnight. You receive a yellow alert. Must you, to beat the blackout, kick all those lanterns into the ditch? Not if your lanterns have special metal cores laced with horizontal slits, each slit carrying a narrow hood, which slips down inside the glass at the touch of a finger. The red warning of danger may be seen horizontally, but not from above, after the cores are dropped.

You can never be sure, when you drop in on Larry at his Hollywood office, or on Praeger in his Pasadena headquarters, whether you're in for a quiet conversation or an unscientific discussion of

some eager inventor's new brain-storm.

What, pray tell, might this odd arrangement of mirrors be? The beginning of a new gunsight. You won't know its descendent when production finally begins, so Praeger feels free to display the gadget.

What's that pile of black rubber on the corner table? Nothing less than a solid automobile tire which actually uses less rubber than the pneumatic variety. You can wear it down to a nubbin before retreading, too.

In another corner a draftsman busily sketches an invention. The board on which he works stands almost perpendicular, yet the weights stick like glue. It's a magnetic plotting board, intended to keep weights and papers and charts from being tossed overboard when a bomber hits bumps or a destroyer rolls in heavy seas.

Although few inventions have seen the light of production, the list of things that one day may reach public view is long.

Where the foundation may lead its backers, none can say.

An unnamed gentleman dumped a problem in Praeger's lap one morning 18 months ago. Larry violated his announced rules by letting him have \$500. More money followed, until \$14,000 had been paid out. Then Larry found himself with a foundry on his hands, from which he's producing aluminum castings for Southern California aircraft plants. He's reduced prices, yet nets \$10,000 a month. Extraordinary profit, but Larry doesn't touch a cent of it. He lives on a salary from Bing, and banks any surplus left after expanding the plant and buying equipment for Henry Morgenthau.

Bing refuses to cash in on the publicity the foundation could bring.



"See, Sergeant, you were wrong about me!"



# First in Africa!

A troop and material landing just about ready to drop its ramp for even the

It's a DODGE!



Photo by International News Sound Photos  
THE FIRST U.S. ARMY TRUCK SPLASHING OFF LANDING BARGE

An all-F...  
ported adv...  
the 1,300-m...  
Libya from...  
in West C...  
plete the en...  
forces.

## REINFOR

General A...  
army was b...  
forced by...  
French and...  
clamoring f...  
the German

An Allie...  
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## LEADS WAY IN RECENT INVASION BY U. S. TROOPS

Dodge was first to land with American soldiers in Africa! Radioed photos of this historic landing followed fast on news that "unending streams" of other dependable Dodge trucks were carrying up supplies to the Russian front.

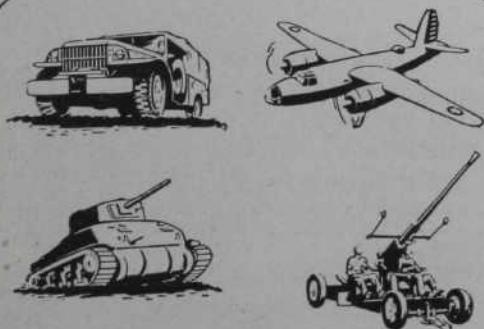
On every fighting front . . . trucks, planes, tanks and guns, built well by Dodge men, are faithfully serving the United Nations' armed forces!

On home fronts, too, Dodge Job-Rated trucks are transporting essential commodities of industry and agriculture with the same time-proved dependability.

Dodge trucks last longer, are more dependable and more economical because they're Job-Rated, which means that every Dodge truck has exactly the right engine, clutch, transmission, and every other unit to fit the job!

If wartime regulations permit buying, see your Dodge dealer for trucks to fit your job. See him, too, for All-Fluid Drive Dodge cars, Plymouth cars, used vehicles, and dependable service.

DODGE DIVISION, CHRYSLER CORPORATION, DETROIT, MICHIGAN



IN BUILDING TRUCKS,  
PLANES, TANKS, GUNS, GYRO-COMPASSES  
AND MANY OTHER WAR PRODUCTS . . .

## DODGE MEN BUILD WELL

## DODGE Job-Rated TRUCKS





## Behind the Fighting Front

The tremendous expansion and intensive training of our armed forces demanded the biggest transportation job in history. That meant mass railroad transportation.

Called on overnight after Pearl Harbor, the American railroads carried in organized movements during the first ten months of this war, more than 8,200,000 troops! Nearly four times more than in the same period of World War I—not counting the unknown numbers on furlough who traveled on regular trains.

Moreover, soldiers in this war are moved from five to six times during the training period, as compared with three times in the last war. On top of that, the railroads are carrying millions of persons who formerly traveled by highway.

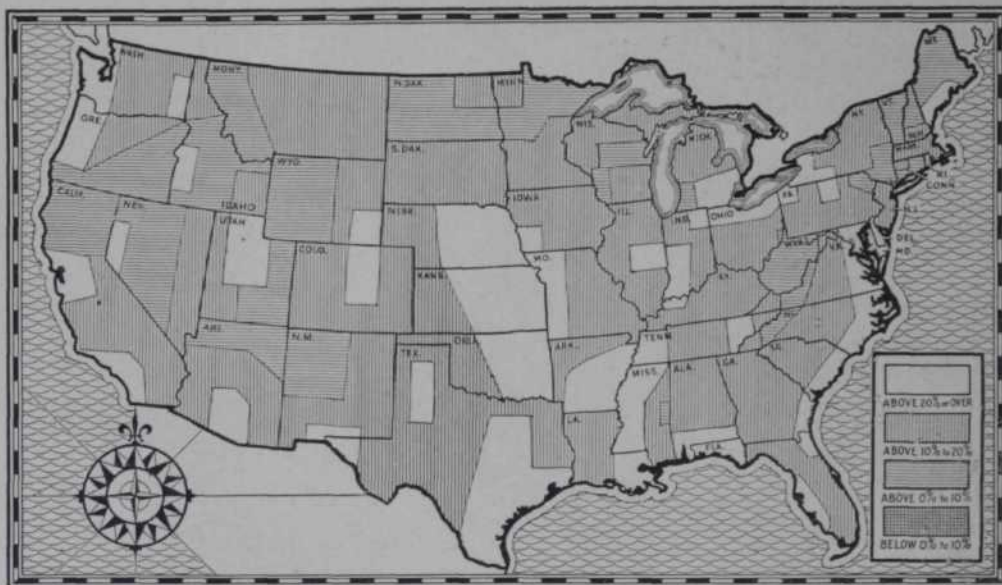
It all adds up to a tremendous increase—and when additional equipment is not available. But the railroads are getting every spark of service out of every unit of equipment they own. So, please remember: When you can't get what you want on a train today, it is because our fighting men have the right-of-way.

The Norfolk and Western Railway and the Norfolk and Western Family are in this war with everything they have. And they are proud that they can carry their full quota of America's fighting men, who will win complete and uncompromising Victory.

**NORFOLK and WESTERN**  
*Railway*  
 PRECISION TRANSPORTATION

# The Map of the Nation's Business

By FRANK GREENE



DECEMBER closed a year of steadily rising production, with expanding output of war materials offsetting forced curtailment of civilian industry. Steel production was the fourth highest on record with shipbuilding, its heaviest user, still expanding. Railroad passenger traffic was 80 per cent over 1941, while heavier carloading and longer hauls made possible 33 per cent larger freight traffic. While coal mining in December was the largest in many years, electricity output recorded three successive weekly peaks. Engineering awards dropped to half the November rate.

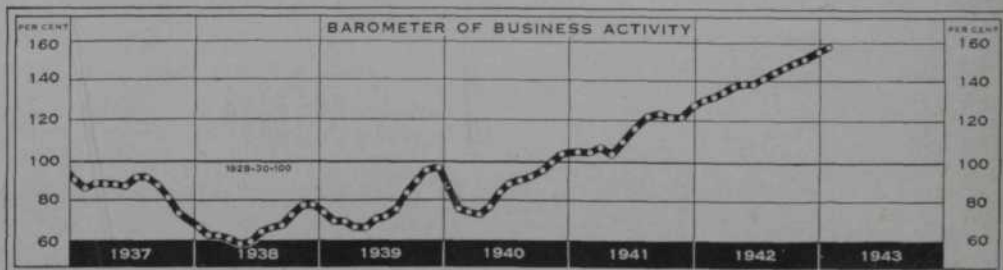
Stock market prices and transactions were highest of the year and the largest war loan in history was heavily oversubscribed. Nation-wide gasoline rationing started as the eastern oil situation became acute. Continued rising farm commodity prices accompanied serious shortages of many foods.

Increased spending power of agriculture and war-stimulated industrial employment causes more improvement in the Map



The map of last month

Inventory controls were ordered for retail merchants as the heaviest holiday business in history (4 per cent above last December) left sharply reduced stocks of consumer goods.



With retail business at a peak in December and overall output of war materials moving at a rapid pace, the Barometer of Business Activity finished the year at a new all-time high





## THEY'RE DOING THEIR PART



"Tell us how we can help and we'll do it."

That expresses the patriotic spirit of the average American—man or woman.

Pictured above is one group of loyal workers engaged in Red Cross activity. Union Pacific has formed many of these groups in the territory which it serves. And there are many similar organizations throughout the Nation.

The work of Red Cross groups who prepare bandages is carefully supervised. Each bandage must be made to exacting specifications; the slightest speck of foreign matter must be removed.

These women are not "playing at war." They are cheerfully giving their time to perform a vital and painstaking task. They are doing their part and doing it well.



*The Progressive*

# UNION PACIFIC RAILROAD



## BLADES OF WRATH

THROUGH the mist of an English meadow comes a gigantic bomber.

Across its battle-scarred nose is painted the name . . . *Spirit of Coventry*. And as the setting sun catches the spin of its "props," it lifts its great wings and is gone.

Soon the sky above rocks with the roar of hundreds of Lancasters. From Suffolk . . . and Kent . . . and Coventry they rise . . . from every corner of England they come. The greatest striking force man has ever launched in the skies!

*There will be blood on the moon tonight in Germany . . .*

Night after night propellers made by Nash-Kelvinator have carried these crusading hosts on high . . .

First on Britain's great Lancasters and now on many of America's planes—these staunch blades of

wrath are veterans of hundreds of "fiercely opposed operational flights."

Each blade is so beautifully machined and matched with its brothers that a puff of a man's breath sends them turning in a fifteen-foot arc! Yet so powerful that they help take a thirty-ton bomber aloft and pull it along at 300 miles an hour.

A miracle of precision workmanship! Yet—this is only one of the many war production jobs entrusted to the skilled craftsmen of Nash-Kelvinator, who yesterday made refrigerators and automobiles.

All that we have—in men, machines and skill—is being poured into the job to get it done . . .

For they are *our* sons, too . . . those fearless fighters of the sky.

NASH-KELVINATOR CORPORATION

Let's keep the battle rolling—with War Bonds and all the scrap we can collect!

**NASH**   **KELVINATOR**

Our duty is twofold: To help build weapons for Victory and to help build the kind of America our boys have a right to expect when they come home.

